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STUDY ON RECOVERY OF BAD SOCIAL MEDIA REVIEWS IN THE HOSPITALITY INDUSTRY USING PROJECT MANAGEMENT PRINCIPLES

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TITLE:

**A STUDY ON RECOVERY OF BAD SOCIAL MEDIA REVIEWS IN THE HOSPITALITY
INDUSTRY USING PROJECT MANAGEMENT PRINCIPLES**

FRANCK LEGRAND

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ABSTRACT

This research is about hotel guest recovery on social media. Whenever a guest has a bad experience during their stay, they share their opinion on social media. Negative reviews can damage hotel's performance. This research seeks to gather information on the expectations of guest based on their personal experiences. Answering guests' complaints on social media is a difficult task, as it requires an understanding of each guest personality traits. This thesis develops a methodology in order to understand the personality of guests, provide a clear response to answer the guests feedback on social media, help hotel managers to regain trust from their guests and reduce the impacts of negative feedback on their performances.

KEYWORDS

Consumer experience, Trip Advisor, Consumer knowledge, Emotion, service recovery, hotel industry, E-WOM, Social media, recovery strategy, review, guest' satisfaction, guest delight

1. INTRODUCTION

Organizing vacation is similar to managing a project. Like any project manager, travelers need to manage the 5 constraints identified in project management (scope, cost, time, risk, quality). They have to find the right combination of these five (5) constraints to enjoy their stay. In their travel plans, airlines, restaurant, hotels, rental cars play a large role. If one of the stakeholders doesn't meet travellers' expectations, their holidays or business trips can be endangered.

Hotel staff and hotel facilities are one of the stakeholders that focus most of the travellers' attention. To select their hotel accommodation, guests rely on different medias. They can read brochures, check hotels' website, exchange with friends. These days, travellers use online reviews to select their hotels.

More than 415 million people use TripAdvisor each month to get information before booking a hotel, a restaurant...(TripAdvisor, October 2017). TripAdvisor became in the last decade the reference in the travel industry. On this platform, users provide content and make this content available for free to anyone. TripAdvisor, Yelp and any OTA platform (Online Travel Agency like Booking.com and Expedia.com) are powerful tools as guests exchange information about their experience on all their devices (mobile phones, tablets, laptops). Word of Mouth, the traditional information exchange tool is now digital (eWOM: Electronic Word of Mouth). Communication moved from interpersonal communication style (family, friends and neighbors...) to mass communication style (anyone, anywhere in the world). People like to share their emotion online and their experience online. Content is now share to more individuals or groups and stay available longer on social media.

On these websites or social media tools, guests can give positive and negative feedbacks. These reviews have positive impacts as they help identifying the best and the worst in the hotel industry. All these reviews help consumers to select hotels and restaurants that match their expectations, needs and tastes. The content post on Internet is also a great tool for hotel managers. Most of them use these feedbacks to improve their service and facilities.

While hotel staff and hotel managers are stakeholders in guests' travel projects. Guests are on the other side, hotels' stakeholders. Each stay in a hotel is project that hotelier needs to manage with a lot of care. Not only, hotel staffs need to comply with cost, time and scope's constraint but they need to provide the best quality of service to their guests while reducing any potential risk. Quality is probably the most challenging constraints for hotel managers. As guests have different personality traits, different needs, the definition of quality differs from one person to another. Hoteliers need to detect their guests' needs at check-in to provide them the best experience. They need to engage their stakeholders (guests), satisfy those who are resistant and help them becoming supportive.

Hoteliers know the power of their main external stakeholders and they are all anxious of the bad reviews they may receive from dissatisfied customers. A negative review can have severe consequences as it can damage the reputation, the revenue of a company and the staff morale. *“Even a single negative review can cause someone to choose a different hotel or restaurant, so the threat of a bad review is real”*. Negative content represents a huge risk for hoteliers for whom the risk tolerance is very small. It is then important to treat this crowd-sourced negativity as a major risk for hotel properties and use project management tools to find the best stakeholder management strategy.

Even if hotel managers use these reviews to improve their service, they are overwhelmed by the content generated by their guests. They do not know how to answer to their guests' reviews on social media, as they are mostly afraid of the boomerang effect they would face if they do not use the right strategy on social media.

Moreover, many hoteliers do not really have social media strategy to recover their guests who complain about their experience. They prefer not to answer to their guests and give up in their attempt to change their guest's appreciation. It is obviously a wrong strategy as a no-response strategy can be more hurtful than the review itself. Hotels should know that they could still influence their guests on social media and make them change their reviews or their ratings.

A lot of researches have been conducted to understand the relation between online reviews and their business implications on hotels. All the research states that hotels are injured by bad reviews. Researchers recommend hotel managers to develop a social media strategy to reduce the effect of these reviews on their business and use these feedbacks to improve their service. Nevertheless, there is a gap in the research field as none of them solve the problems faced by many hoteliers: how can they tackle bad reviews. It is then necessary to conceptualize a strategy to help them address these negative feedbacks. In their literature review, Leung, Law, van Hoof, & Buhalis (2013) says that personality traits play a role in manipulating attitudes and behaviors of travel-related UGC (User Generated Content) use and creation. (Leung, Law, van Hoof, & Buhalis, 2013). It's then important to develop a strategy that includes the following 3 personality traits needs (self-esteem, justice, security) listed by Schneider and Bowen (1999).

The research will be quantitative. During the first phase, contributors will be identified on Tripadvisor. On this social media platform, contributors are listed from 1 to 6. A level one is a low contributor while a level five defines a high contributor. While isolating responders for our survey, we will read and determine which needs our contributors need to fulfill to be satisfied by their hotel experience. The questionnaire will verify their personality trait and ask them their expectations when they post a negative review to hotels. Their expectations should constitute the basis of our recovery strategy.

In the next chapter, the identified problem of stakeholder management on social media is explained while providing a justification of the research.

The literature review chapter states that none of the research on customer management on social media has already provided a methodology to recover guests who have expressed their dissatisfaction on social media. Therefore there is a need to complete a research on guest recovery on social media.

The chapter on the approach to resolve the problem gives more details about the methodology used to research and gather data through survey.

Our last chapter summarizes the research findings and the methodology developed using the surveys implemented during the research.

This research will help conceptualizing a stakeholder management on social media in the hotel industry. The objective is to help hotel managers defining a strategy that could allow them to recover non-delighted guests.

2. PROBLEM STATEMENT AND JUSTIFICATION

The purpose of this thesis is to study the mechanism behind bad reviews posted by customers on the Internet and provide a solution for hoteliers to use these negative feedbacks to leverage their guests experience by improving their facilities and service. The strategy developed to recover the guests who shared their bad experiences on social media is the main outcome of this research.

Guests use social media to complain about their experience. They sometimes misuse the tool and damage a business reputation and the staff's morale. A lot of service business (like hotels) struggle to protect their brand and their business on social media. This crowdsourcing negativity represents a risk for hoteliers who usually have a very limited risk tolerance. A guest recovery strategy on social media could be a useful tool for service business like hotel.

Each single stay in a hotel is project that needs to be managed using some project management tools. Cost, time, scope, risk and quality are the 5 constraints that need to be monitored in order to succeed in each project. Guests are the main external stakeholders for hoteliers and they need to be managed with care. Additional techniques can be used to engage and recover resistant or unsatisfied guests.

Much research (C. Crotts & P. Magnini, 2011) (Schneider & Bowen, 1999) (Yuksel, K. Kilinc, & Yuksel , 2006) has already analyzed consumer management on social media and identified relations between bad reviews and their effects on business performance. Chris Anderson from Cornell University's School of Hotel Administration found out that "*one of the more intriguing aspects of social media is their potential to move markets by driving consumers' purchasing patterns and influencing lodging performance*". To reduce the negative effects on

performance index, it is essential to study the requirements of a successful guest recovery strategy on social media. Stakeholders' management as described in the PMBOK represents a great tool to identify evaluate stakeholders' power and engagement. This stakeholder analysis will be used to develop a response strategy and help the hospitality industry managing the risk of negative review.

As a result of the author's Literature Review, many interesting documents were found on the topics of Consumer Management, Consumer Needs, and Consumer management on social media. No research that matches those three (3) topics has been found. Mixing these topics in a single research and conceptualizing a recovery strategy would definitively help hotel managers in their attempt to implement a successful stakeholders' recovery practice.

The research is only limited to the recovery strategy on social media and offers a methodology using diagrams and scenarios. Consequences of recovery strategy on business revenue or ROI are not studied. These additional topics are out of the research field. Additional research would be required to determine the perfect indexes in order to measure financial performances of a recovery strategy.

This research does not include a description of social media tools available on the market. The largest social media channels (like Trip Advisor, Booking.com and Expedia) are mentioned in the study but an exhaustive list of social media companies that are available on the market is not delivered.

Moreover, as there are many tutorials explaining how each social media tool works on the Internet, the current research does not deliver tutorials on social media. In the study, it is assumed that hotel managers have basic knowledge on social media. The research is voluntary

limited to the US market, as it seems that social and cultural factors may influence the results of the survey.

This research provides a methodology to recover stakeholder on social media. All the data and information collected during interviews and surveys are used to build a canvas that gives insights and information to hotel staff. The goal is to build a clear and understandable recovery strategy for any hotel manager in the industry.

3. LITERATURE REVIEW -- ANALYSIS OF RELATED WORK (4-5 PAGES)

75.1 million visitors traveled to the USA in 2017, they should be 89 millions in 2022 (source: statistica 2018). Either they travel for business or vacation; all of these tourists organized their trip like a project. They have to manage the 5 constraints (time, cost, scope, risk and quality). All of these constraints are interrelated and if one constraint is not meet, the trip can be compromised.

- Time: Guests need to define the duration and the period of the year they want to travel.
- Cost: Guests need to determine their budget and keep this budget
- Scope: Guests have a specific idea of what they want to do, visit during their trip.
- Quality: Guests have some expectations about the services they expect during their trips.
- Risk: Every trip represents a risk. Events can occur anytime and jeopardize the guests experience.

On the other hand, when a guest books his/her stay in a hotel, a new project starts for hotel managers who have to manage the same constraints. Each booking from the reservation to the post stay is an individual project where they have to deliver services complying with cost, time and scope constraints. Moreover, hotel managers have to deliver quality while avoiding any risks for the guests and the business. Each project implies a relationship between project manager (general manager), project team (staff) and the guests (stakeholders, users of the service...). If the five (5) constraints are not fulfilled, hoteliers may threaten their reputation and their business performances.

Guests are now powerful stakeholders with huge communication powers. The hotel industry changed drastically the last fifteen (15) years. Technology has revolutionized the way guest organize their trip, book their hotel and run their post-trip. In the past, guests used to complain

about their experience at the front desk or send a letter after their stay to the manager. They recommended a hotel and share their experience with their family and closest friends. This time is over. Today, word of mouth is digital. Consumers do not limit their communication to their family and close friends. They post their feelings, emotions, and experience online. Word of mouth is now electronic Word of Mouth (eWOM). TripAdvisor, Yelp, Booking.com and Expedia are among the most popular social media in the hospitality industry. “Consumers utilize social media to build social capital and contribute to their psychological well-being, since social media provides a communication route for meeting a social need” (Ashley & Tuten, 2015). Guests have now a full control over hotels’ reputation and brand awareness.

As guests prepare their trip in advance, they have already some knowledge and some control over the first three (3) constraints: Cost, time and scope. Nevertheless, even if they read reviews on Internet, the quality of their stay and risk are the two constraints they do not control as both of these constraints depend of the hotel manager and his/her staff. Failing to manage these two constraints successfully may have huge consequences on hotel performances and revenue.

Online reviews impact ADR (Average Daily Rate) and REVPAR (Revenue per room). On Expedia, one-point increase in the review ranking generates 9% increase in ADR (Zhang & Mao, 2012). This potential impact of negative reviews on hotel performance scared many hotel managers and made them afraid of bad reviews on the Internet. Papathanassis and Knolle (2012) de-diabolize the negative reviews as they think that bad reviews are necessary to balance the good reviews and help the positive ones to emerge. As it is not possible to delight and satisfy everyone, Papathanassis and Knolle (2012) think that readers are suspicious on a service company if they can only read good reviews on the establishment. (Papathnassis & Knolle, 2012).

What are the needs of external stakeholders in hospitality?

In order to manage stakeholders, communicate efficiently with them and mitigate the risks linked to their dissatisfaction, project manager needs to know their stakeholders. PMI defines stakeholder as “an individual, group, or organization, who may affect, be affected by, or perceive itself to be affected by a decision, activity, or outcome of a project” (PMBOK Guide, 2013). Mario Henrique Trentim (2013) thinks that stakeholders should be considered as customers. In exchange of the product or service stakeholders received, project managers should “get something in return, which could be support, good press, or various resources of some kind”. (Trentim, PfMP, CBAP, 2013)

Guests in a hotel can be defined as External stakeholders. Vogwell, D. (2003) describes external stakeholders as “the individuals or organizations who are not part of the client organization but nevertheless have an interest in the project”(Vogwell, 2003). To classify external stakeholders, PMI recommends a stakeholder analysis based on two (2) criteria: (1) power and (2) interest analysis (PMBOK Guide, 2013).

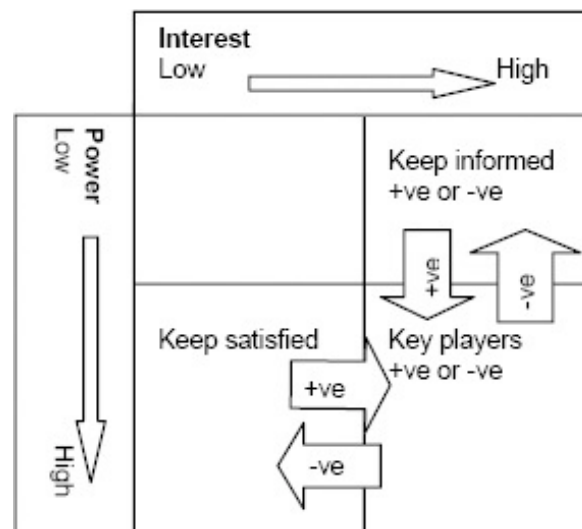


Figure 1: The stakeholder analysis matrix (Vogwell 2003)

(1) In this matrix, all the guests of a hotel have a high power, as their “agreement” with the hotel implies that they need to be satisfied by their overall experience. If the hotel doesn’t meet their expectation, they have a high power of communicating their dissatisfaction to other groups or individuals on social media.

(2) Nevertheless, stakeholder’s level of interest can vary from low to high. Those with high power and high interest need to be encouraged to act as advocates for the project (Vogwell, 2003). They need to tell others that they had a great experience. Hotel needs to engage them, give them information to help them sharing their satisfaction.

Stakeholders with a high power and low interest are called the “unexploded bombs” (Vogwell, 2003). As far as the project manager/hotel manager meet their expectations, these stakeholders are quiet and look satisfied. Nevertheless, the hotel staff needs to understand their expectations and motivations to make sure they are pleased by their experience.

The level of the stakeholders’ interest in the matrix depends on criteria like personality traits and needs. Each individual has different personality traits and needs. Many researches have been conducted to understand these characteristics that affect consumers’ behaviors. Results of these researches provide great knowledge on consumer’s management. Guests are humans who need to satisfy core needs. Schneider and Bowen (1999) determine three (3) basic needs: security, justice, and self-esteem.

- Security: the need to feel unthreatened by physical or economic harm. For example, in a hotel, guests need to feel safe in order for them to enjoy their stay. Any breach in their safety can led to an outage. Roberts and Shea (2017) indicated *“a safe and secure place to sleep becomes paramount when the individual is away from home on an overnight basis”*. (Roberts & Shea, 2017)

- Justice: the need to be fairly treated.
- Self-esteem: is one of the basic needs of any human. In order to delight a guest, it is important to enhance his self-esteem. Service providers need not only to show consideration to his customers, but they need to treat them as an important individual while recognizing his rights and expectations. Guests need to evolve with confidence in a safe environment managed by competent individuals.

By understanding the customer's needs, service managers can provide a better service to their guests and avoid guest's outrage (Schneider & Bowen, 1999). Self Esteem is certainly one of the most important needs in term of customer delight. Guests need to feel important, listened. Schneider & Bowen (1999) define "service" as "a psychological contract with service firms to have needs gratified in exchange for money, time, and effort" (Schneider & Bowen, 1999).

There are four elements in guest satisfaction: the product and service itself, the support service and customer assistance, the recovery process and the extraordinary services in meeting consumer's personal preference. The last element is important in the recovery procedure as it helps the customer to feel special and considered.

Criticality of the service is another element in the guest satisfaction. Customers' usually consider that the quality of service is more critical than the price. If the guest perceives the service as critical for him, his degree of dissatisfaction will be higher if he experiences a failure in the service (Cranage, 2004).

Moreover, guest's satisfaction does not mean that satisfied guests will be loyal and will keep buying your product or booking in your hotel. In their research to understand guests 'needs, Bell and Zemke (1987) develop a concept of annoyance (minor irritation) or victimization (major frustration).

They add that it's more difficult to recover a guest that feels victimized, as his emotion and outrage are bigger. Humans are usually driven by their emotions. To understand complaints or negative reviews, it is then important to understand guests' emotions and what drive their behavior.

Customer delight is an additional layer in the guest satisfaction management. Customer delight is different than customer satisfaction. "Customer delight can be defined as the reaction that customers have when they experience a product or service that not only satisfies, but provides an unanticipated level of value or satisfaction" (C. Crofts & P. Magnini, 2011) This level of satisfaction implies that the customer has been positively surprised by the quality of service provided. (C. Crofts & P. Magnini, 2011)

In their research, Schneider and Bowen (1999) oppose customer delight to customer outrage. This concept has to be considered through a "needs-based model". Consumers are humans who want to satisfy their core needs first (fundamental) and meet their expectations after all (specific). As needs are more essential to a customer, customer's outrage can happen easier if the core need is not fulfilled.

On the other hand, consumer dissatisfaction can lead to two (2) negative responses: 'Exit' (the consumer will not purchase again the product or service) or 'Voice'. In the last type of response, customers will not only complain to the service provider but he will tell his stories to anyone on the internet (e-WOM) in order to increase the pressure on the service provider and obtain compensation for the service failure. (Yuksel, K. Kilinc, & Yuksel, 2006)

Classify Stakeholders to better communicate:

“Without communication there is no efficient management, or even life. Human is a social creature, so he/she lives in a group, which demands continuous exchange of information” (Bragantini & Caccamese, 2015).

“The ability to effectively identify and manage project stakeholders significantly improves the chances of successful project execution and organizational success” (Retfalvi, 2014). “Stakeholder classification is a very complex topic and it is fundamental that the project manager classifies them in order first of all to rightly communicate with each stakeholder”. (Bragantini & Caccamese, 2015). Communication management, one of the knowledge areas of Project Management, is a prerequisite to succeed in a project. By using the more customized communication channel to not only provide information to the stakeholders but also receive feedback, project manager or hoteliers engage their consumers and reduce the chance that customers express their dissatisfaction to other individuals on social media.

There are many ways to classify stakeholders. Bragantini, D. & Caccamese, A. (2015) proposed a classification by relationship, agreement, and risk leverage. They define “Agreement” as “an instrumental component of the model and it represents the degree at which the stakeholder concurs with, or accepts, the project”. Vogwell (2003) adds “The execution of a project represents a context in which two parties meet to exchange mutual benefits; any stakeholder might want something from the project (personal benefits, user benefits, financial benefits) and in turn the project might wish to “buy” something from the stakeholder (support, good press, resources)”. (Vogwell, 2003). In 1999, Schneider & Bowen (1999) has already defined this “service” relationship as “a psychological contract with service firms to have needs gratified in exchange for money, time, and effort” (Schneider & Bowen, 1999).

On the other hand, Mainardes, Alves, and Raposo (2012) classify stakeholders in these following categories: “regulator, controller, partner, passive, dependent and non-stakeholder” whereas Mitchell, Agle, and Wood (1997) states, the most used attributes to identify and classify stakeholders are power, legitimacy, urgency, and proximity. (Bragantini & Caccamese, 2015)

Listen stakeholders’ needs and feedbacks to increase performance/achieve bigger outcomes:

In order to reach this level of satisfaction, guests need to be listened. It is then required that employees in direct contact with customers, listen carefully their consumers and try to solve their issues. Front desk agents feel stress when they have to answer guests voicing their dissatisfaction. They need to overcome their own feelings and understand the real guests’ need. It’s then essential that the staff is empowered to act more like a relation manager in the company than just a spokesman. The front-line personnel represent an asset for the company, as they can collect, process and transmit information on the guests’ experience to the rest of the staff. In order to be efficient in their listening and recovery process, front-line personnel should receive an appropriate training to develop their listening and communication skills (Jones & Sasser, 1995).

Peter Drucker said, “*The most important thing in communication is hearing what isn't said*”. To hear what is not said and then recover a guest, hotel managers need to hear and understand what is important for their stakeholders. Knowing guests’ needs and personality trait will help hotel staff to determine what is the best communication strategy to formulate the best answer to recover a guest. In order to listen guests’ emotions and needs, some research recommends the front line staff (front desk staff or sales persons) to practice Active Empathic

Listening (AEL). Adding an empathetic overlay to the active listening process would definitively help hoteliers to have an effective communication with their guests and then listen and understand what is not said directly at the front desk. (Drollinger, 2006).

Vogwell, D. (2003) says, “project managers need to try to understand the range of needs to be satisfied and achieve an optimal balance” (Vogwell, 2003). e-WOM constitutes a great opportunity for hotels to create content and engage consumers with content that tell their own experiences and stories (Ashley & Tuten, 2015). Therefore, hotel managers should not be afraid of their guests’ reviews on the Internet. Actually, they should “motivate consumers to write online reviews” as these posts “can lead to product/service quality improvement” (Ye, Law, Gu, & Chen, 2011). Reviews (especially the negative ones) represent a fantastic opportunity to collect feedbacks and insights from their stakeholders. Hotel managers should thank their guests who give them feedback; moreover, they should show them that they have been heard. Hotels need to use this opportunity to improve their service and correct errors they could have made (Menon & Dube, 2000). When she manages projects, Mamie Peers, vice president of digital marketing, The Cosmopolitan of Las Vegas, Nevada, USA always values feedback from the hotel’s stakeholders (hotel employees and guests). It helps her team to “refine design approaches or tackle technical issues—and ensures a more polished rollout if changes are scaled across the entire hotel fleet”. She adds “the best outcomes aren't possible unless impact is measured for the ultimate stakeholders” (Alderton, 2017).

J. LeRoy Ward, PMP, executive vice president of ESI International, Arlington, Va., USA states that “project management initiatives can lead to increased revenue and profit by fostering increased customer satisfaction and higher level of customer confidence” (Foti, 2002).

Hoteliers have not measured yet the importance of the “online e-complaint trend”. They miss to answer to their guests and then fail to recover their unsatisfied guests (Ye, Law, Gu, & Chen, 2011). Even if hotels receive negative reviews, they can still recover from these negative posts (Yoo and Gretzel, 2008). As a great answer may influence readers and potential customers, it’s recommended to answer online reviews even if they are negative (Gretzel, Yoo, & Purifoy, 2007).

There are few gaps in the research field on customer management on social media in hotel. One of the recurring gaps is the lack of tool to measure the ROI (return on investment) of a recovery strategy (Leung, Law, van Hoof, & Buhalis, 2013). O’Connor (2010) underlines in his research that only 0.5% reviews received answers (O’Connor, 2010). Hotel managers do not take the opportunity to answer to guests online to satisfy guest’s expectations (Menon & Dube, 2000). Being able to measure the impact of a recovery strategy would certainly motivate the industry to consider the importance of answering negative and positive reviews on social media. This specific topic will not be studied in this research and the subject will be left for future research.

Stakeholder’s negative feedbacks can hurt a business or kill a project

Negative reviews can hurt business or staff morale especially when guests miss-use social media tools to get some discount or free service. In the hospitality industry, hotels need to understand “*all facets of eWOM in order to obtain control over the hotel’s recovery.*” (Avant , 2013)

Service recovery includes all the actions taken by the service company to solve the problem that lead to the guest’s bad experience. This recovery service does not only include the compensation the guest may receive for the service failure. Quality of the interaction with the customer service is by far the most important element of the recovery process. (Cranage, 2004).

Service provider needs to pay attention to their service recovery process as it can make things worst than before the failure of the service. (Cranage, 2004)

Even if service recovery can be difficult to proceed and costly for the service company, it can lead to the “service recovery paradox” where customers’ satisfaction and loyalty are higher than before the service failure occurred (Cranage, 2004). A successful recovery strategy implies that the service company has implemented a quick and efficient recovery process and the recovery plan has left the customer better off than before the service failure. If the company is successful in its recovery strategy, the customer will strengthen his trust in the company and become an “apostle” (Jones & Sasser, 1995).

Bell and Zemke (1999) add that it’s more difficult to recover from victimization than annoyance. Outraged guest will communicate to others their unpleasant experience. Jones and Sasser (1995) call these reviewers: “terrorists” as they will communicate their bad experiences to others. (Jones & Sasser, 1995). Schneider and Bowen add that the biggest challenge for managers in the service business is to “transform the terrorist into an apostle” (Schneider & Bowen, 1999). As terrorists are more active in telling their bad experiences on social media than apostles, it’s critical for hotel managers to reduce their anger and frustration before they spread the negative experience on social media. (Jones & Sasser, 1995) It is then a strategic error for a service company not to put all their effort to lower the guest’s dissatisfaction.

Even if personality traits, needs, and benefits have been researched, there are still gaps in the analysis of the personality traits of guests and the best recovery approaches for social media. The main reasons of the reviews posted online are the first subject that should be understood. What are the most listed critics addressed by guests online? Fernández-Barcala, González-Díaz and Prieto-Rodríguez (2009) mentions that price and hotel quality are among the most frequent

topics mentioned in the negative reviews. They made an interesting discovery in their research as they noticed that the price and quality ratings of the hotel have an inverse correlation to the online review ratings. It means that guests have high expectations when they see a higher price and high rating for the property. As they have considerable expectations, their chance to be unsatisfied is then higher. (Fernández-Barcala, González-Díaz, & Prieto-Rodríguez, 2009)

Sparks & Browning (2011) divide complains in two (2) categories “*core system*” and “*costumer service*” issues. The first category is related to the quality of the rooms, decoration and cleaning, whereas the second category is linked to “customer service” (Sparks & Browning, 2011).

There are a few concepts that need to be explored in order to define a methodology or a canvas to provide the best answers to guests who suffer from service outage. How much trust readers put in the reviews they find on Internet? Which needs or benefits guests got when they write a post-trip review online? How can hotel satisfy their needs? How many personality traits can we define?

Project Manager needs to build a powerful stakeholder management to recover from their dissatisfied stakeholders:

There are still other concepts/research to be explored to understand guest’s behavior and personality traits in order to conceptualize a stakeholder management project on social media.

Nevertheless, hoteliers can monitor today their guests’ satisfactions using the tools provided by the major OTA or TripAdvisor. They can also use a text mining approach (Berezina, Bilgihan, & Cobanogl, 2015) to have a better insights of their guests’ reviews. These data can help them to overcome the bad reviews risks on social media. We have a clear idea of the risks, their causes

but there is a gap in the research field as no risk response methodology has been designed to address those risks.

Like in any project, hotel managers need to satisfy the needs of their stakeholders without losing control over their budget and time constraints. A stay in a hotel is built like a project for the guests but also for the hoteliers. Hotel manager acting as project manager needs to listen and meet the needs of their guests in order to succeed in this project. However, listening and answering to any of their guests' demand can be costly in time and budget. Hotel managers need to "strike the right balance between stakeholder involvement and isolation of the project from external influence in order to achieve delivery on cost and time but also to maximize benefit for the client and his stakeholders" (Vogwell, 2003). Finding the right proportion between stakeholder involvement and isolation might be challenging. To achieve this objective Retfalvi (2014) suggests to integrate in stakeholder management two key items: project risk management principles and project management leadership (Retfalvi, 2014). By working closely with their team and stakeholders, "project managers have the opportunity to understand the project's risks and get valuable information that can help optimize quality, cost, time and safety". (PMBOK Guide, 2013)

Project Manager needs to inspire trust and confidence to the stakeholders. In this case, Project manager should demonstrate "four critical and interactive components:

1. Project management expertise;
2. Core leadership skills;
3. Risk-smart attitude; and
4. Accountability-based behavior." (Retfalvi, 2014)

In this research, we will only focus on risk management on social media. Risk management as designed in Project Management looks like a great methodology to control risks. The purpose of this research is to design a risk management plan that will included a complete analyze of the risk, their cause, their probability to occur, their impacts but also a methodology to overcome those risks as well as a description of roles and responsibilities of the team. Depending of the risk analysis, the risk response strategy will list different scenarios in order to avoid, mitigate, accept and transfer the negative risks. Strategies to accept, exploit, share and enhance will also be designed to transform positive risks in opportunities for hotel businesses.

4. PROPOSED SOLUTION APPROACH

The main purpose of this research is to develop a stakeholder management tool on social media in the hospitality industry.

When I started my literature review, I found out that stakeholder management requires first analyzing stakeholders' personality traits. Stakeholders are driven by their emotion but also by their needs. Therefore, perception of the same experience will vary from one individual to another. As mentioned by PMI (PMBOK Guide, 2013), project managers need to evaluate the engagement levels of their stakeholder to complete the project successfully. Stakeholders' engagement can vary from unaware, resistant, neutral, supportive, leading. Stakeholders' analysis is a challenging subject as the success of the project depends on the way stakeholders are managed by the project team (general manager, front desk staff).

My literature review helps me defining the most important personality traits and needs for guests in hospitality. To test this finding, I conduct a quantitative analysis. Knowing this information, I was able to build a survey that can measure the best stakeholder management for three (3) personality traits: self-esteem, justice and security. In this survey, respondents will answered to 22 questions.

When I create this survey, I realize that the point of view of hotel management and front desk was also required. Therefore, in order to polish the research, I generated a second survey for hotel management and hotel staff.

Audience:

The objective was to survey big contributors on TripAdvisor.

I identified interesting contributors on TripAdvisor that are level 3 and +. These contributors had reviewed a lot of hotels and restaurants and I believed they had enough experiences as guests to give me great feedbacks. To identify those potential respondents, reviews on social media have been scanned and additional researches on these guests' personal profiles have been conducted to verify that they related either positive or negative reviews. Guests who complain in each review were not included in this work as this kind of behavior may reflect some personal issues that may affect the quality of the results. Moreover, this identification process allowed detecting previous successful guest recovery strategies developed by some hotel managers after negative comments.

I selected TripAdvisor as consumers reviewed mostly hotels and restaurants. On Yelp, for example, consumers can review hotels, restaurants but many more segments in the service industry (plumber, IT companies, lawyers). Moreover, on TripAdvisor you can contact each contributor on his/her profile.

My plan was to get 30/40 answers to my survey from TripAdvisor Survey.

The main concern for this part of the research was to identify potential respondents with good stories and good analysis.

I sent my survey to almost 25 contributors when TripAdvisor locked my account, as their policy doesn't allow anyone to send surveys to their subscribers. I don't know if they detect my profile as a spammer or if one of the profiles I contacted reported my profile to the Webmaster. I was then not able to use my account and contact anyone on this website.

To get some answers, I posted my survey on facebook groups where students help other students by answering their surveys. I didn't obtain a lot of answer and those answers were not relevant for my research.

I contacted friends who travel a lot for their business/holiday and I asked them to fill the survey. I reached 40 respondents. I feel that it was not enough to detect any trend in this survey.

I decided to use Survey Monkey Tool to contact 80 persons and ask them to fill my survey. I like the subject. Adding collectors/respondents on TripAdvisor is not free but I believe that the result of my research will be helpful in my career so I decided to pay for this additional audience. In 2 days, I reached 118 respondents and I decided to close the survey. On Survey Monkey, I selected an audience of respondents of 18+ years old.

Profiling the audience

My sample will be asked to answer some information I will use to determine the demographic of the respondents: age, sex, revenue and which category of hotels are they usually staying? Are they travelling for business? Leisure?

All these information will help me profiling my audience.

Content of the survey:

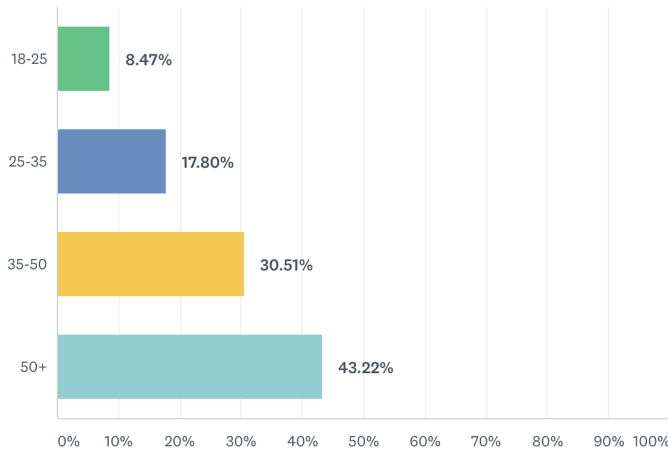
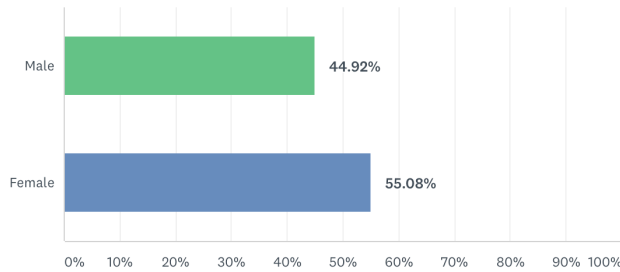
I want to suggest them some scenarios and I want to survey their answers. I found that in my literature research, some characteristics play a huge role in guest's experience. I want to test those characteristics in scenario.

The survey will be processed on Survey Monkey. This tool helped me reaching a broader audience and provided me features to process the required analytics.

The results of the survey will be presented in a word document that will synthetize the outcomes of both surveys. Graphics and charts will be used to facilitate the comprehension of the readers. The deliverable will provide a stakeholders' management to recover dissatisfied guests on social media.

5. FINDINGS

For this research, 118 persons have been surveyed in the United States of America between June 25th, 2018 and July 6th, 2018. The sample consists of 118 individuals (45% are male and 55% are female). In our sample, the population above 35 years old represents 73%.



The respondents have been asked in which category of hotel they usually stay. They were able to give 3 different choices for this response; a majority of them selected only one answer as we obtained 199 answers for this question (average of 1.68 per person). 60.17% stays in 3 stars hotels and 50.85% stays in 4 stars hotels.

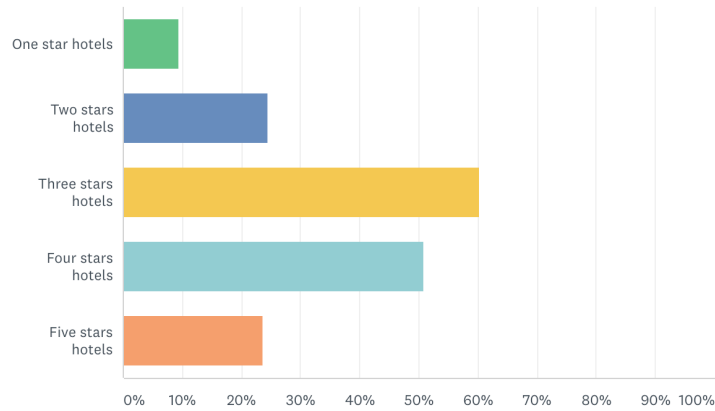


Figure 2: In which hotel category, do you usually stay (overall population)

It seems that the age of the sample has an impact in the choice of the hotel category. Our results show that the population over 50+ books essentially in 4 stars hotels whereas the population between 35-50 years old books primarily 3 stars hotels.

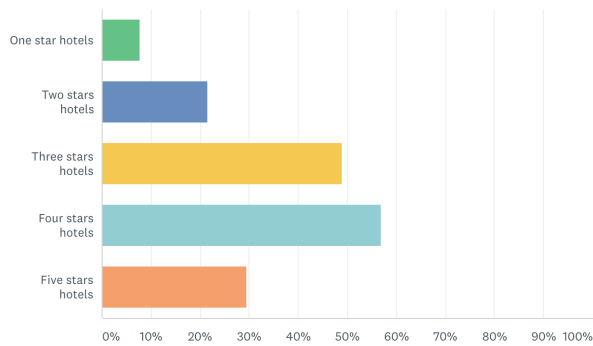


Figure 3: In which hotel category, do you usually stay in (population 50+ years old)

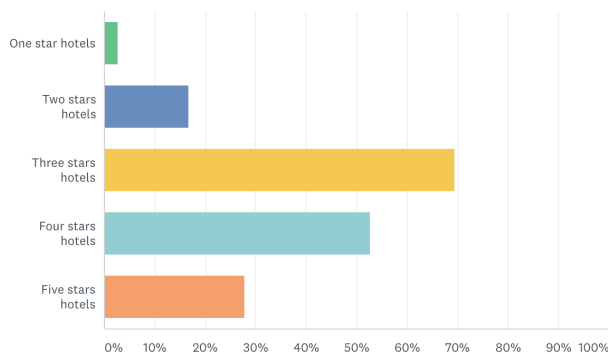


Figure 4: In which hotel category, do you usually stay in (population 35-50 years old)

The audience has been surveyed on their hotel selection criteria. Interestingly, the hotel category comes in the 3rd position when respondents select a place to stay. The cost constraint is the first criteria in their decision-making. The price is “very important” for 49% of the respondents (4.05 weighted average). The reviews are the second criteria when guests plan their trip as 35.59% of the respondents consider reviews from other travellers as “very important”. In these reviews, they find information to manage their quality and risk constraints.

Hotel ranks on TripAdvisor, Booking.com is equally distributed in our sample. There is no clear tendency for this criteria. Nevertheless, it is important to notice that Hotel ranks on OTA or social media is not important for 12.71% of our sample.

In our findings, we didn’t see any difference between each age group. Answers are similar for the 35-50 years old and 50+.

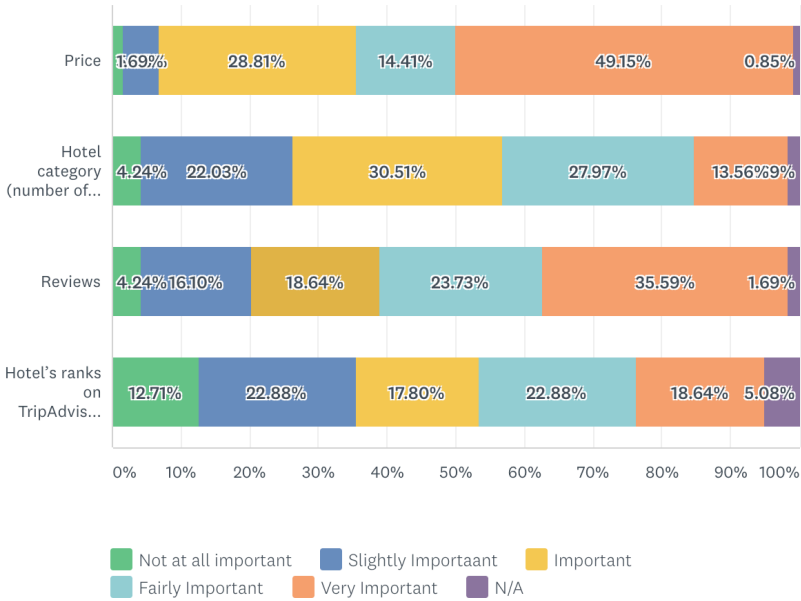


Figure 5: Which criteria are primarily used to select a hotel (overall population)

When they leave a hotel, guests can grade their stay on website social media (TripAdvisor, Google, Booking.com, Facebook). These grades are available to other potential customers. Our audience has been asked which criteria they will consider first. For 76% of our sample, they would consider the cleanliness criteria before booking their stay. The “value for money” and “the comfort” are the second and third criteria they would consider. For the 50+ years old, “value for money” and “comfort” are both considered as very important by 63% of respondents. However, the 35-50 years old group would look “value for money” as a very important criteria for 56% of respondents. Location is the third criteria for 50% of the respondents (35-50). Comparing with the 50+ population, comfort is the fourth criteria in the booking decision-making for the population aged 35-50 (vs the third criteria for the 50+). The fact that the 50+ population values the most the “comfort” criteria may explain the reason why they prefer booking 4 stars hotels than the younger generations.

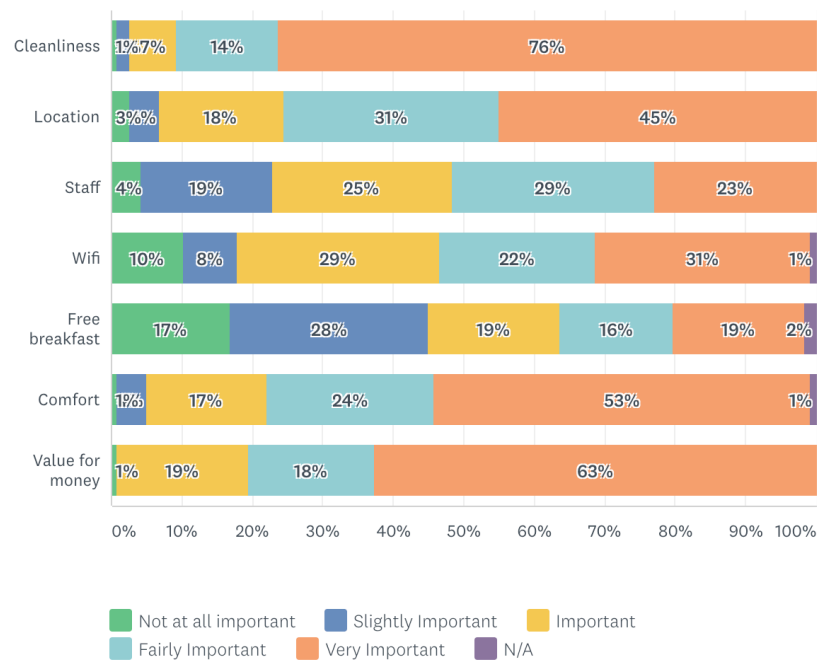


Figure 6: Criteria evaluated by guests when they book a hotel (overall population)

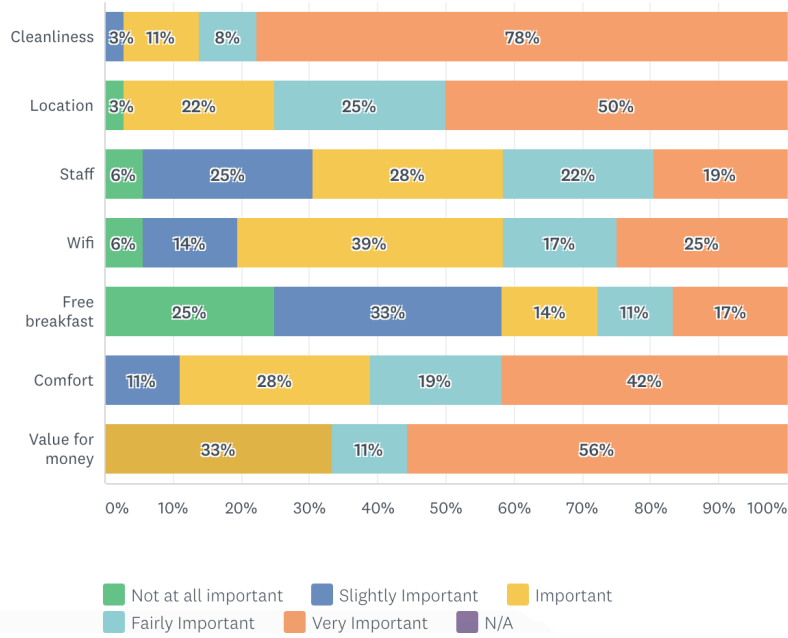


Figure 7: Criteria evaluated by guests when they book a hotel (35-50 years old)

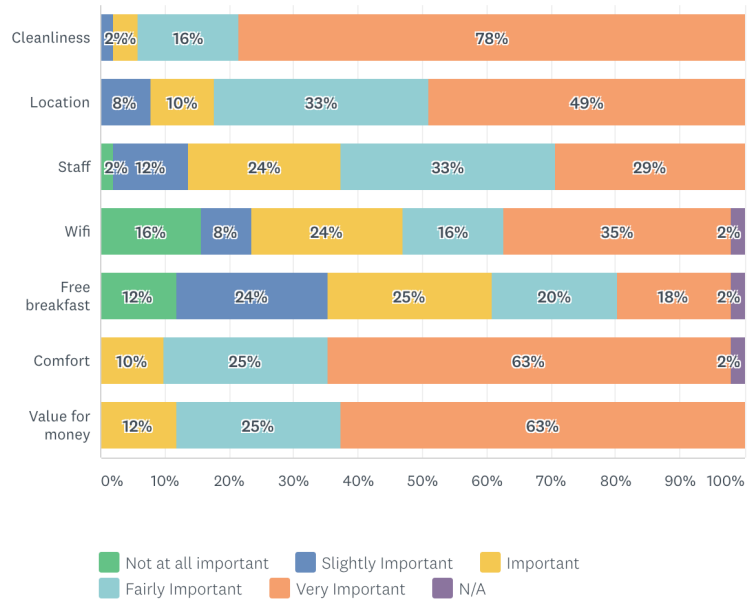


Figure 8: Criteria evaluated by guests when they book a hotel (50 years old +)

Question number 7 is very important in the survey as it helps defining the needs of our audience and fine-tuning the personality trait of each guest. As explained by Schneider & Bowen (1999), there are 3 different personality traits: Self-esteem, justice and security. All hotel managers (project manager) need to provide one of these needs to their guests if they want to satisfy their guests, provide a great experience in their facilities and be successful in their project management. Hotel staff needs then to understand in a few second at check-in what is the guest's personality trait. According to our survey, 36.5% of our audience wants to be treated as a special guest (self esteem personality trait). For this question, the results are equally distributed as the justice need reaches 32% and the security need 31.5%.

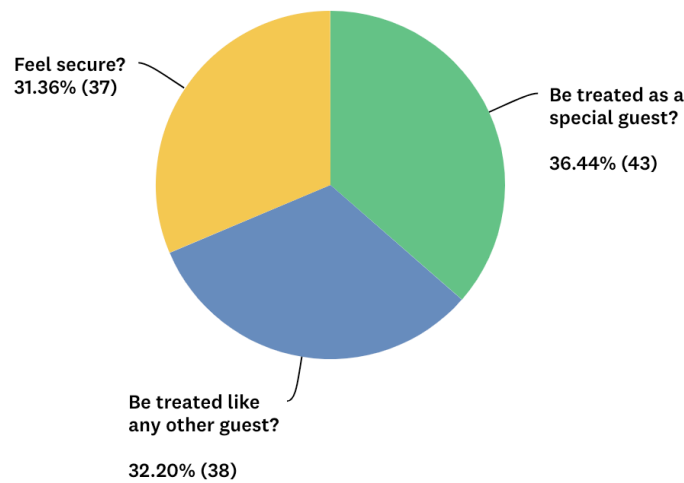


Figure 9: Basic needs and personality traits (overall population)

If we study the results by age group, we can see that the results are equally distributed for the 35-50 and 50+ years old groups. However, the 18-25 years old do not want to be treated as a special guest but want to be treated like any other guest (60%). Justice might be the personality trait of the younger generation. This result should be researched again as a specific recovery strategy could be developed for this group.

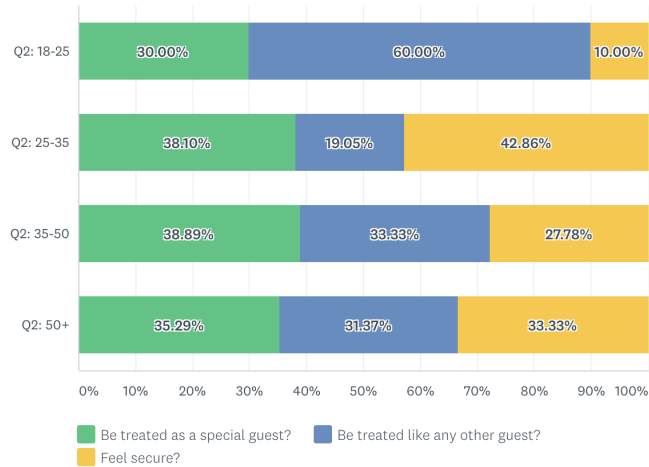


Figure 10: Basic needs and personality traits (by age group)

Question 8 evaluates the way stakeholders voice their complaints to the hotel. 74.58% of our overall population declares that they would voice their complaints to the front desk whereas only 15.25% would use social media to express their complaints.

If we divide the population by age, we find that 88.89% of the population between 35-50 years old would voice their complaints to the front desk while they would be only 11.11% to post a negative review on Internet. As shown in figure 11, this group would opt for a live feedback to the staff of the hotel. They would not escalate the complaint to the manager.

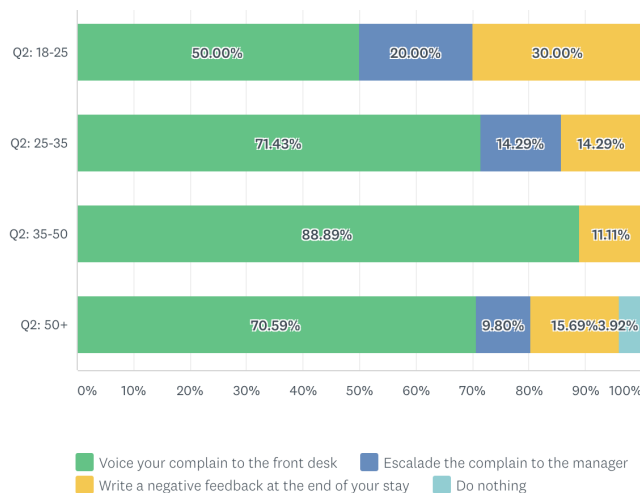


Figure 11: Way guests would voice their complaints (by age group)

Nevertheless, as the group over 50+ years old is probably the less tech savvy, we could have thought that the population of respondents over 50 years old would have less posted feedback on social media. Our results show that they are 15.69% to share their negative experience on social media (second age group in our survey). 70.59% of this group would still voice directly their complaints to the front desk. Their results in the survey are almost the same as the group 25-35 years old.

The 18-25 years old respondents are the one who will use social media the most to post a negative feedback. This is not a surprise as this group is the most tech savvy. Younger generation uses social media to communicate with their friends, community in their daily life. Face to face interaction with the staff would only reach 50% of that group.

The results of this question should help defining a specific stakeholder management strategy per age group as the results show clearly that the stakeholders' answer to dissatisfaction varies from one group to another.

Our stakeholder management tool should clearly focus on the younger group (18-25) as their reviews may harm the business performance. Our recovery management should evaluate the impact of face-to-face interaction with the staff with this group (18-25). It's clearly cultural for this group to post on social media rather than voicing their complaint at the front desk. Engaging with this younger audience during their stay would increase the interaction and reduce the importance of negative posts on social media. Moreover, using their posts during their stay (they usually instagram each moment of their stay) could be a great opportunity to engage with the group, reward them and motivate them to exchange with the staff.

Moreover, it is interesting to see the proportion of the population of over 50 years old who would prefer to post a negative review instead of voicing their complaints (15.69%). Attention should

be given to this group, as they are still 70.59% who prefers to voice their complaints at the front desk. Engaging with them during their stay would clearly reduce the probability of negative feedback on Internet.

When guest post a negative review on social media, they are only 57.63% to expect an answer from the hotel management. It would be interested to understand the reasons why 42.37% of the respondents don't expect any answer to their negative feedbacks. Do they want to inform other guests? Do they refuse any interaction with the staff when they had an experience? In the survey, one of the respondents mentions that the only reason for him to post on social media is to punish the hotel for their bad service.

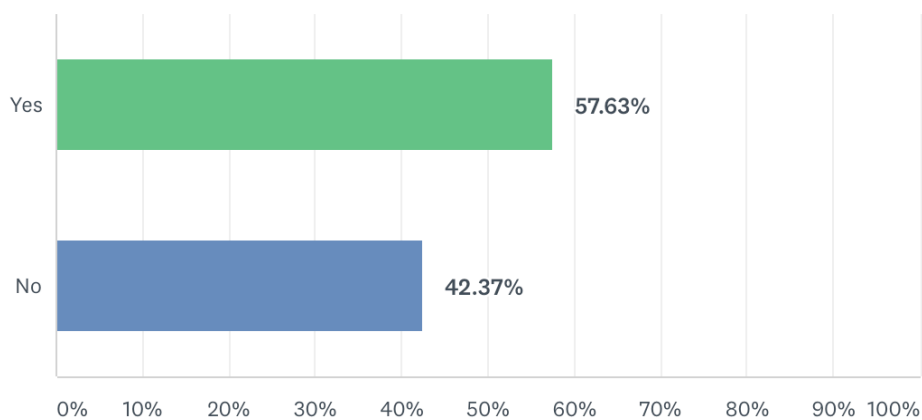


Figure 12: Do the guests expect an answer after they post a negative review (overall population)

If we study the results of this question by age group, we can notice that only 2 groups expect an answer from the hotel management: 76.19% of the 25-35 years old and 58.33% of the 35-50 years old expect an answer from the hotel management.

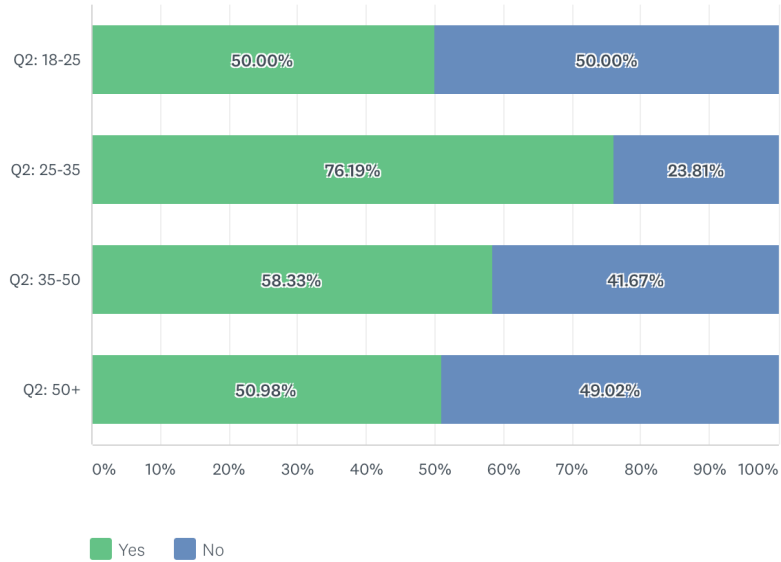


Figure 13: Do the guests expect an answer after the post a negative review (age group)

37.31% of the respondents, who wants to have an answer from the management, expect to receive this answer within 48 hours.

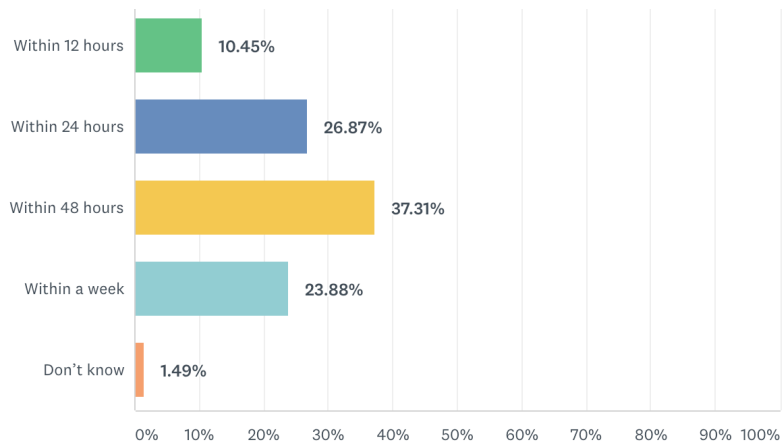


Figure 14: When should the hotel management respond (overall population)

Interestingly, 67.52% of our sample considers that hotels don't effectively respond to complaints on social media (whereas only 32.48% think that hotels respond effectively to complaints on

social media). This number is clearly higher than the number published by O'Connor (2010), at this time the response rate was 0.5%.

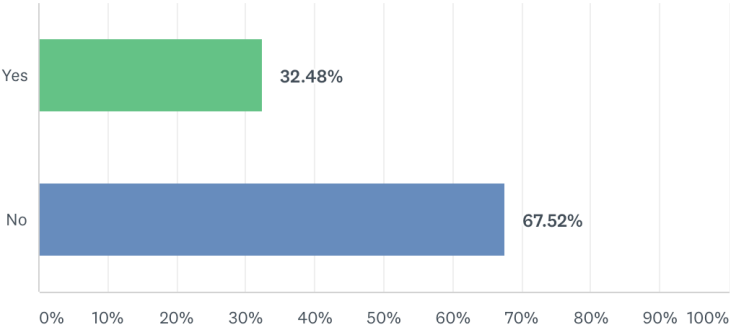


Figure 15: Do you think hotels respond effectively to complaints on social media? (Overall population)

The results are similar for 3 of age groups (18-25, 25-35, 35-50) where 70% of each group thinks that hotel doesn't respond effectively on social media.

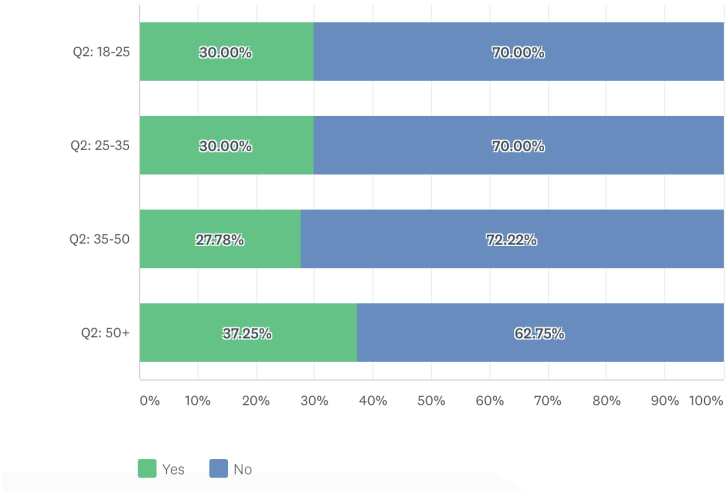


Figure 16: Do you think that hotel respond effectively to complaints? (by age group)

Either they expect or not an answer from the hotel management, respondents predominantly think that hotels don't answer effectively to their guests on social media.

74.11% of guests who complain on social media think that hotel management can still recover and make them change their mind. This result is very positive for hotel management as they still have a great option to amend and make thing right to satisfy their customers. Only 25.89% of respondents think that hotel cannot recover on social media.

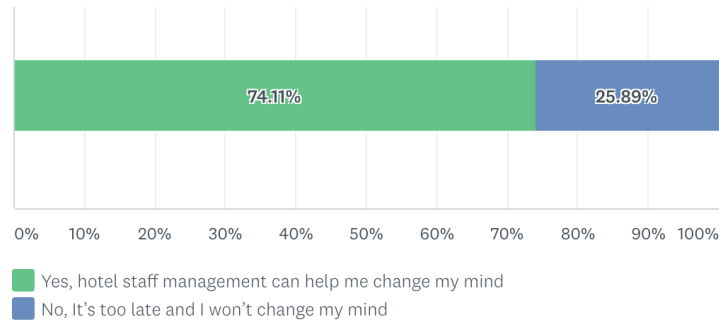


Figure 17: Hotel management can still recover after guest post a negative review on social media (overall population)

Among the group who expects an answer from the hotel (answered Yes at question 10), they are 79.10% to think that hotel can still recover on social media. The great news in our development of a successful stakeholder management is that those who do not expect an answer to their negative review on social media are still 66.67% to think that hotel can recover on social media.

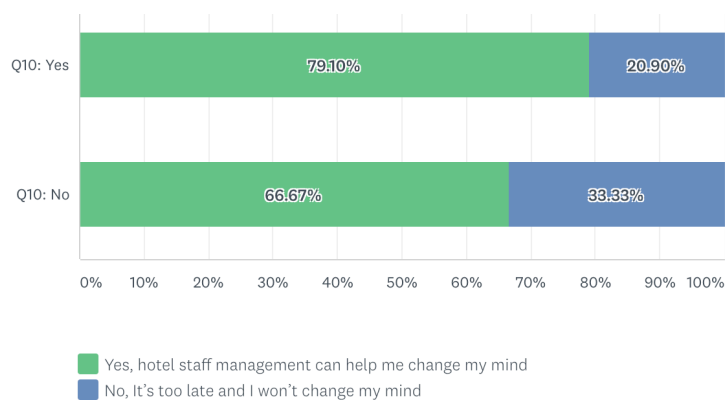


Figure 18: Percentage of guests who think that hotel can recover either they expect an answer or not to their post on Internet

In our 4 age groups, a majority of respondents thinks that hotel management can still recover and make them change their mind about the hotel.

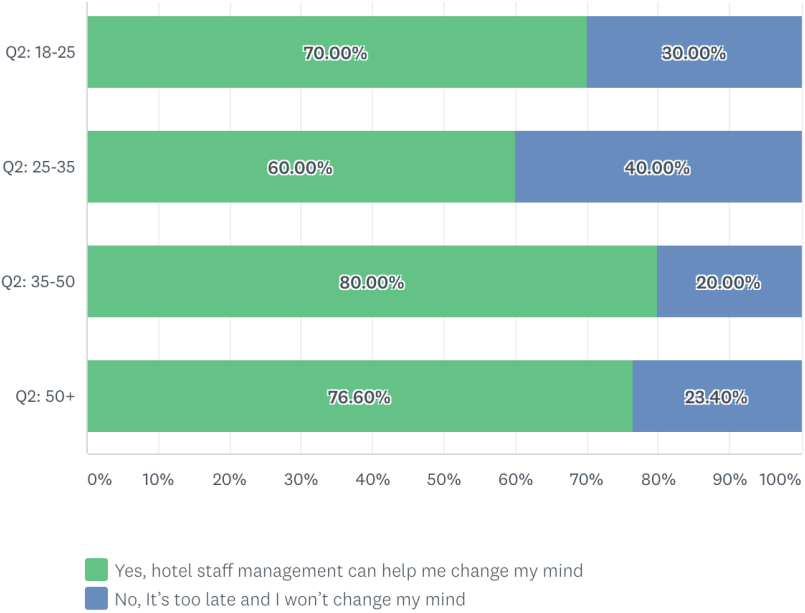


Figure 19: Hotel Management Recovery by age group

A majority of our respondents (67.86%) thinks that the best way to help them change their mind and give them satisfaction is to receive information that the problem mentioned in their review has been fixed. Guests who post on social media expect that no more guests will have to experience the same issue anymore in the hotel.

Nevertheless, it is interesting to see that in order to change their mind, 32.14% expects some personal advantage from the hotel (discount or total refund).

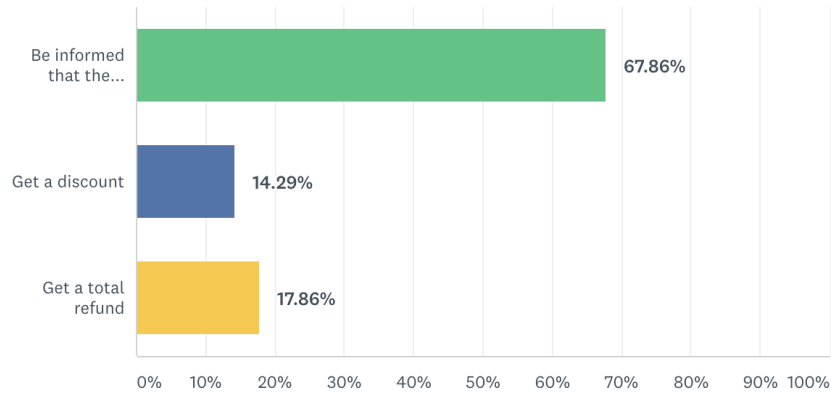


Figure 20: Recovery strategies to help guests to change their mind (overall population)

If we compare the results of this question with question 9, numbers are very similar. Guests who tell that the purpose of their negative posts on social media is to get compensation (question 9) are 61.90% to admit on question 13 that they would remove their negative review and change their mind about the hotel only if they receive some benefits (discount or refund) from the hotel. Their desire to inform other guests dropped to 38.10%. On the other hand, guests who declare that they want to help other guests with their posts affirms that they (76.32%) would change their mind and amend their reviews if they are informed that the problem has been fixed.

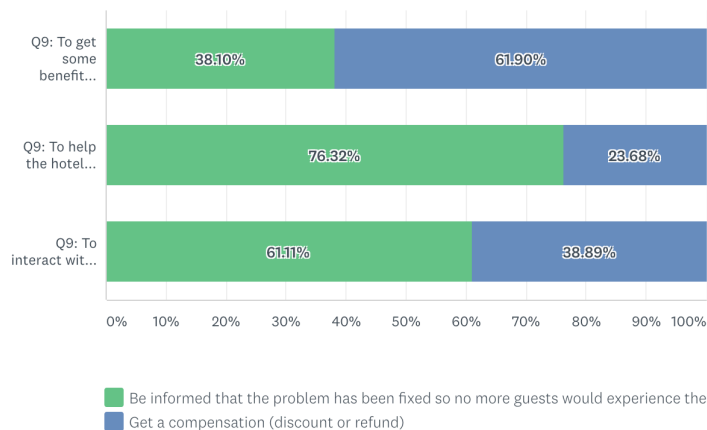


Figure 21: Recovery strategies based on motivation while posting a negative review

In our recovery strategy and stakeholder management, we need to pay attention to the individuals who want to get compensation (refund, discount) from the hotel. In fact, the results of our survey show that 9.52% of these respondents would never change their review even if they obtain the compensation they desire. So the recovery strategy would be totally inefficient for this group as the hotel would pay for the compensation but the review would stay online. The ROI for this strategy would be negative. It's then important to find a strategy that would allow the hotel to reduce the percentage of guests who would not change their review.

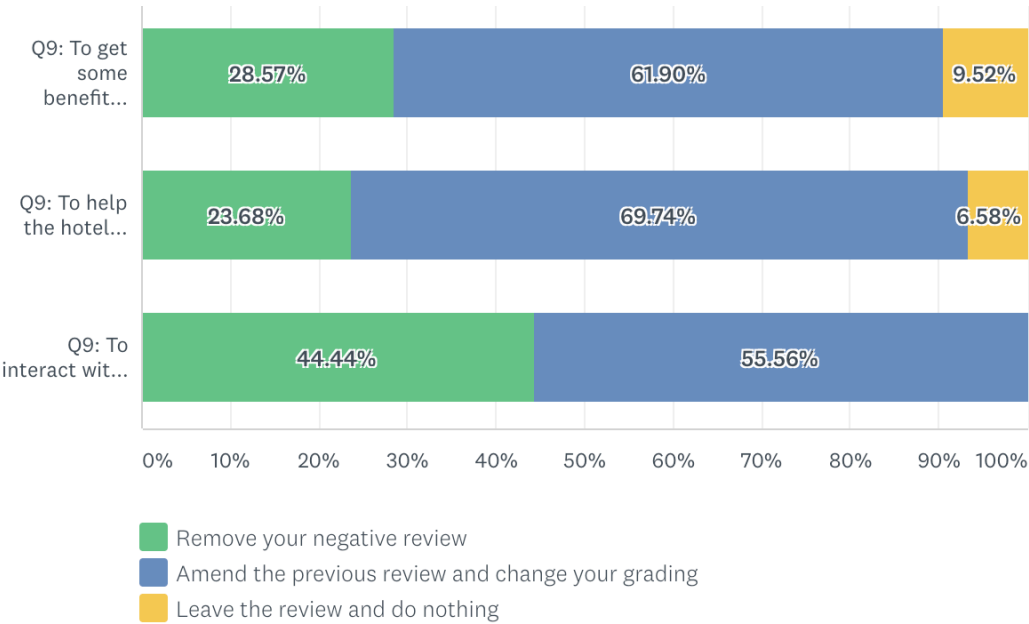


Figure 22: Effect of the recovery strategy based on motivation while posting a negative review

Hotels need to pay attention to the guests who want to get compensation, as these stakeholders know that they could hurt a business performance and employee morale. If we compare their motivation with other respondents' motivation (help hotel to improve, interact with the staff), they clearly want to use their power to pressure hotel staff and get some discount and refund. It seems that they don't really care about the consequences.

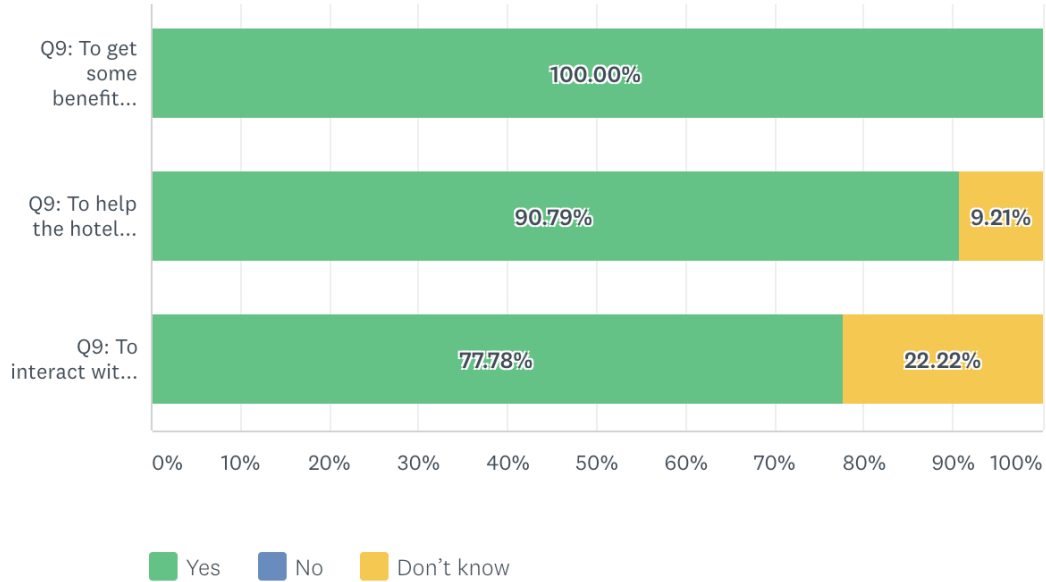


Figure 23: Awareness of consequences on business performance and employee morale based on motivation

When hotels recover from the bad experience and give satisfaction to their guests, 2 age groups (18-25 and 35-50) would either amend their reviews or remove their negative comments. On the other hand, some individuals (15% in the 25-35 group and 12.77% in the 50+ group) would never change their posts after hotels recover from the bad experience. These numbers show that the project manager/hotel management should be aware that return on investment for some recovery strategy should be 0. It should be then interested to understand why these individuals would not change their post even if they obtain satisfaction from the hotels.

Nevertheless, even if these guests do not publish any information about the fact that the hotel has taken action (apologies, refund) and fix the issues, it would be then important to show, publish or answer the guests on social media in order to demonstrate that hotels have implemented a

recovery strategy. A successful recovery strategy should be: knowing the state of the art, making it happen, and promoting the action taken.

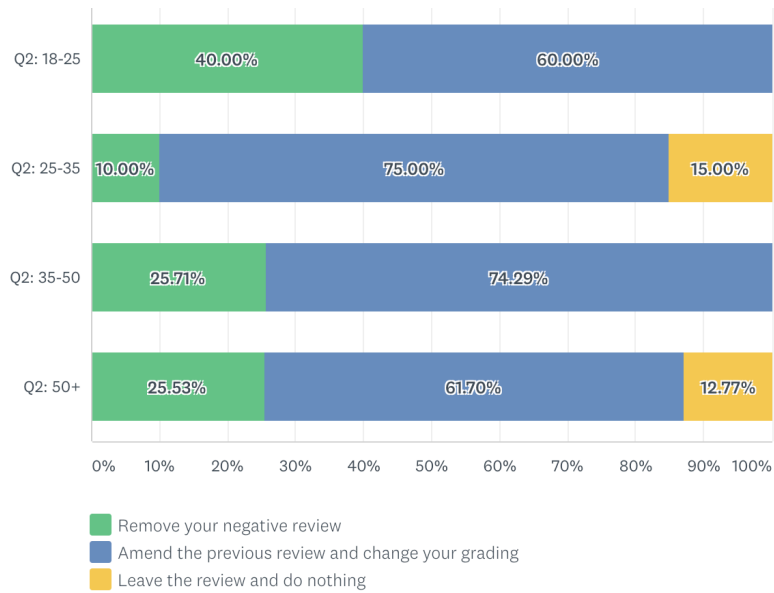


Figure 24: Effect of the recovery strategy (by age)

Our respondents know that people misbehave on social media to get compensation. They are 74.11% to think that TripAdvisor, Booking.com and any other social media tools should track users who misbehaved and threatened hotels on these platforms in order to get compensation.

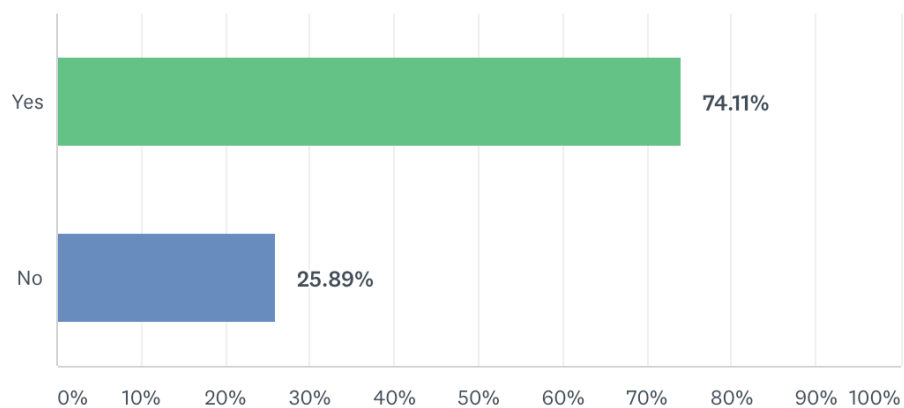


Figure 25: TripAdvisor, Booking.com should track guests who misbehave on social media

The following questions tested the impact on negative reviews on potential new customers. Even if hotels have good reviews, 77.68% of our respondents say that they would pay attention to the few negative feedbacks they would read on Internet.

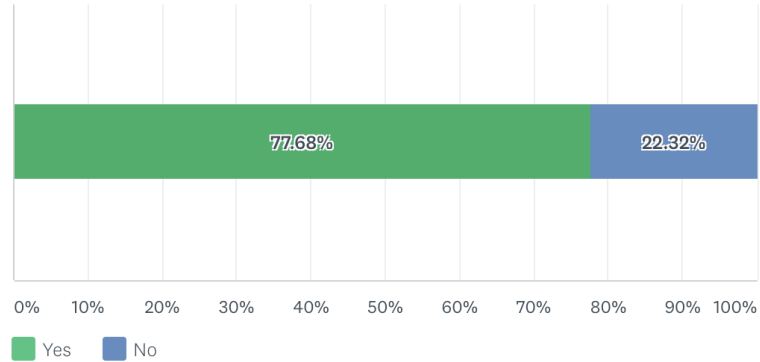


Figure 26: Potential guests would pay attention to 1 or 2 negative reviews among a lot of positive reviews

Most of the respondents who pay attention to negative reviews want to check more reviews (57.14%) in order to verify the information contained in the negative review. Nevertheless, when the majority of the reviews is very good, 28.57% of the respondents who pay attention to the negative reviews say that they would have some suspicion about the writer as they think that he might be difficult to satisfy. They are only 7.4% to think that bad reviews are written by this kind of individuals. Interestingly, the respondents who leave negative review and expect to get some benefit from the hotel are the 13.3% to think that reviewers who write negative reviews may behave to get something in exchange from the hotels.

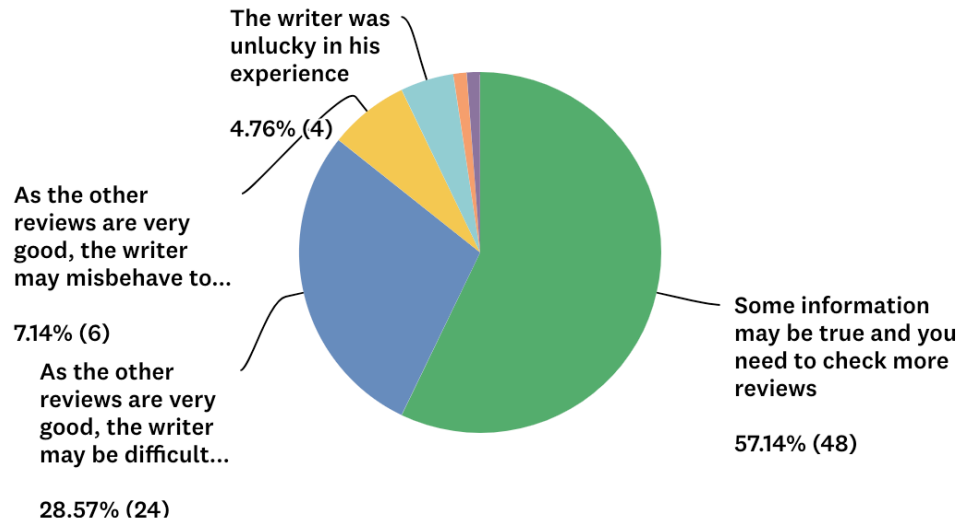


Figure 27: What potential guests think when they read 1 or 2 negatives reviews for an hotel that generally receives great feedbacks

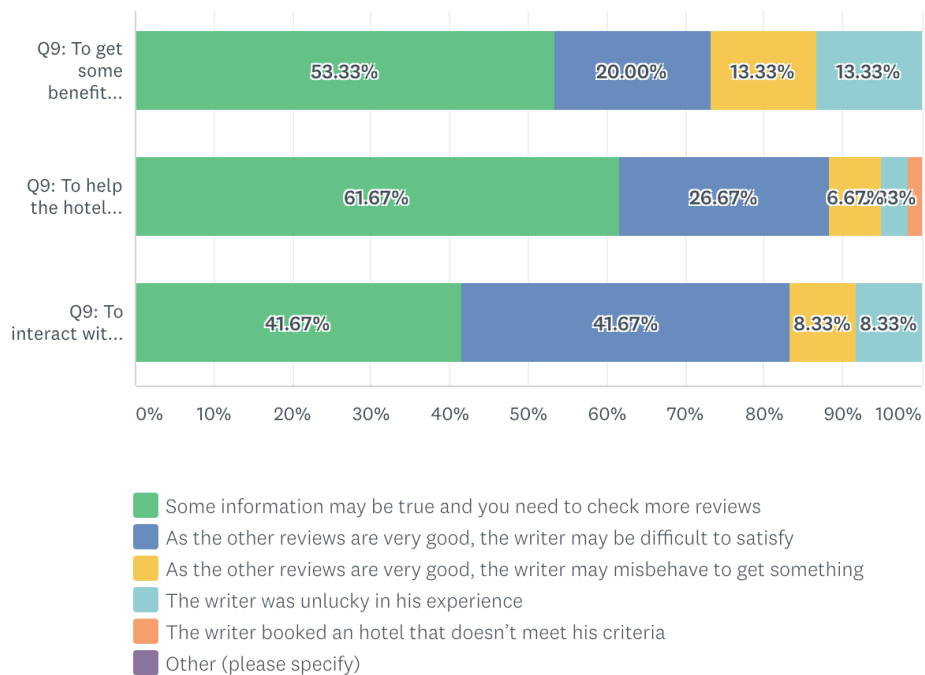


Figure 28: Depending on their own motivation, what would be the guests's reaction when they read negative reviews for an hotel that usually gets great feedback

On the other hand, 22.3% of our sample who don't pay attention to the few negative reviews posted on a property, think the writer may be difficult to satisfy (48.15%), the writer may misbehave in order to get something from the hotel (22.22%) or the writer books an hotel that doesn't match his criteria (18.52%).

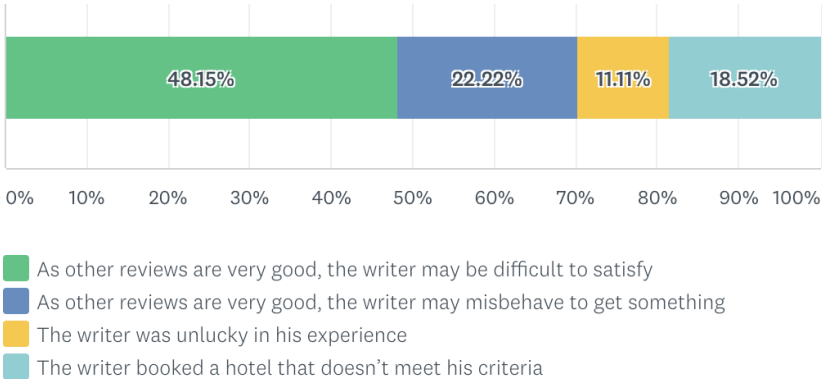


Figure 29: What do guests (who don't really pay attention to negative reviews) think when they read a bad review?

When guests have a bad experience in a high-ranked hotel with good reviews, they think that they have been mistreated (37.84%) or the reviews of this hotel are inaccurate (25.23%).

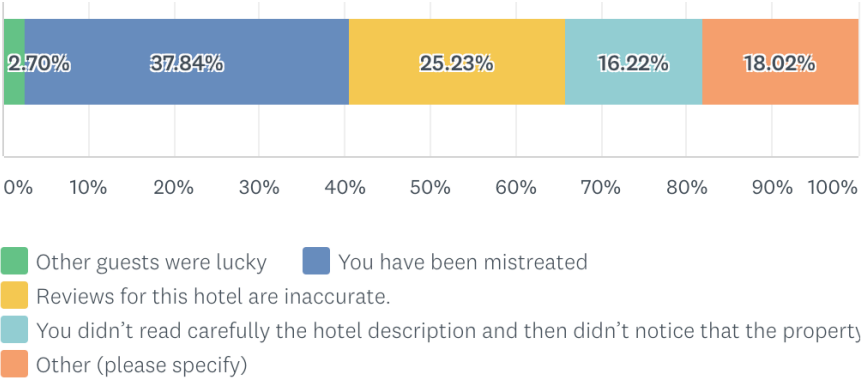


Figure 30: How guests feel when they have a bad experience in a hotel with high ranking and good reviews?

Among people who answered in question 7 that they want to be treated as a special guest in a hotel (self esteem personality trait), they are 44.19% to think they are mistreated if they have a bad experience in high ranked hotel and they are 30.23% to think that the reviews are not accurate. It is then surprising to notice that guests could doubt that reviews that have been written by hundreds people could be inaccurate because they had a bad experience in a property. Only 2.33% take responsibility and declare that they didn't read carefully the description and they didn't notice that the hotel didn't match their expectation.

Among the guests who selected "others" (18.02%), they blame in their response, the staff "got stuck with stupid staff" or "Management's responsibility to resolve before leaving the property!!" or they think that they have been unlucky "My experience must just be a fluke or that the reviewers had lower standards than my own" or "It might be an one-time mistake. Feedback ratings will vary accordingly."

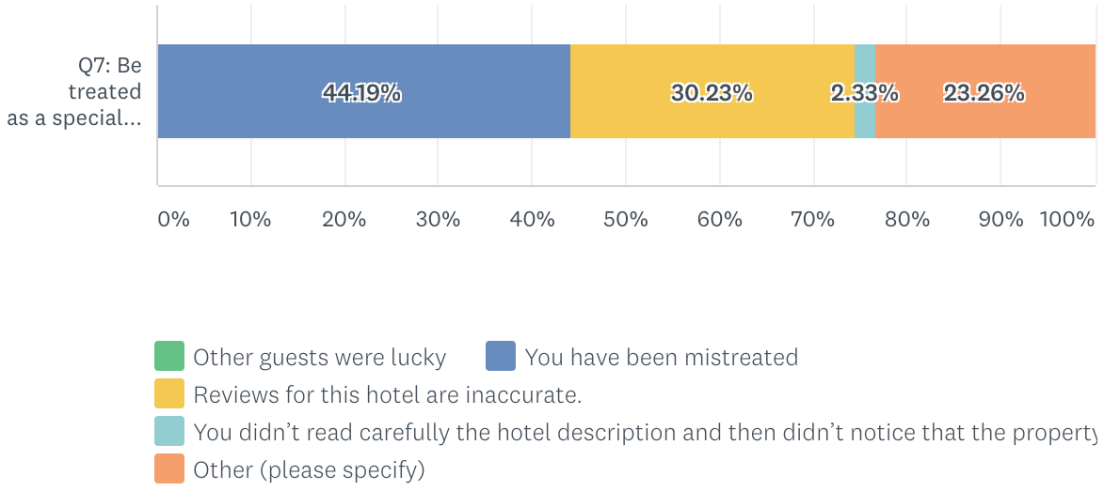


Figure 31: How do the guests with high self-esteem personality needs react when they have a bad experience?

The last 2 questions intent to test some strategies that could recover guests who leave negative reviews on Internet and motivate those guests to remove or amend these feedbacks. When guests post a bad review on Internet after having a bad experience in a hotel, the only way for them to amend or remove their negative feedback is to receive apologies from the general manager by email or phone call (67 responses), get compensation (51 responses) or the staff apologies on social media (37 responses).

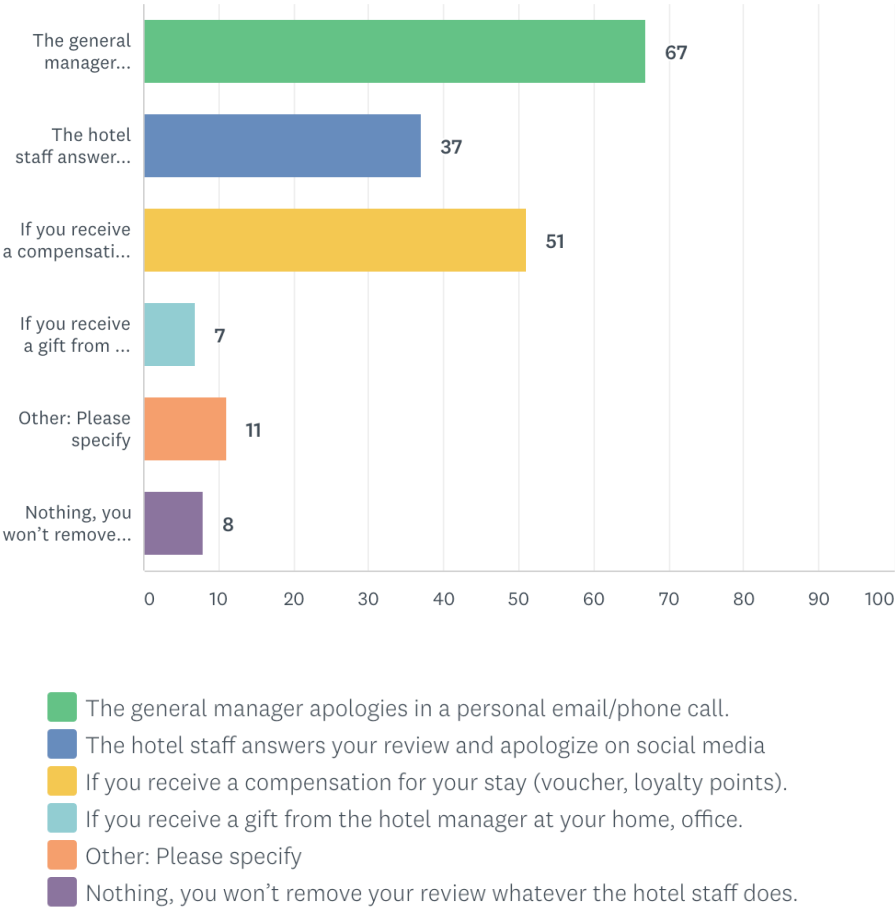


Figure 32: Reasons why guests who feel mistreated could remove their negative review on social media

The last question of our survey concerns safety issues that guests could experience during their stay. 46.85% of our sample says that they will remove their negative post only if they receive

compensation. 27.93% would remove their post if the General Manager apologized via email/phone call. Whatever the hotel staff would do, 19.82% of our audience would never remove their negative post on Internet. For this group, any recovery strategy would be unsuccessful. The ROI of a recovery strategy for this group would be then negative.

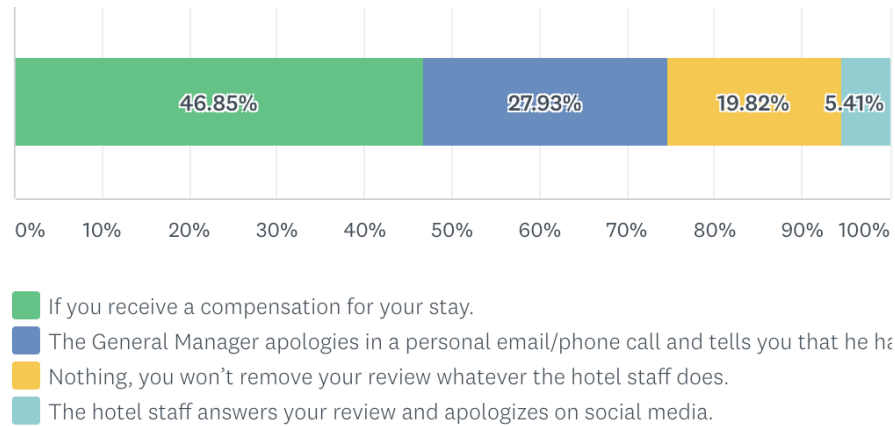


Figure 33: Reasons why guests would remove their negative review if they had security issue at the hotel

85.29% of the respondents (70% female/30% male) who mentions at question 7 that they want to feel secure in an hotel says that they would remove their review if they receive compensation from the hotel (50%) and receive apologies in a personal email or phone call from the General Manager (29.41%). Nevertheless, 14.71% says that they would not remove their reviews whatever the staff does to attempt to recover.

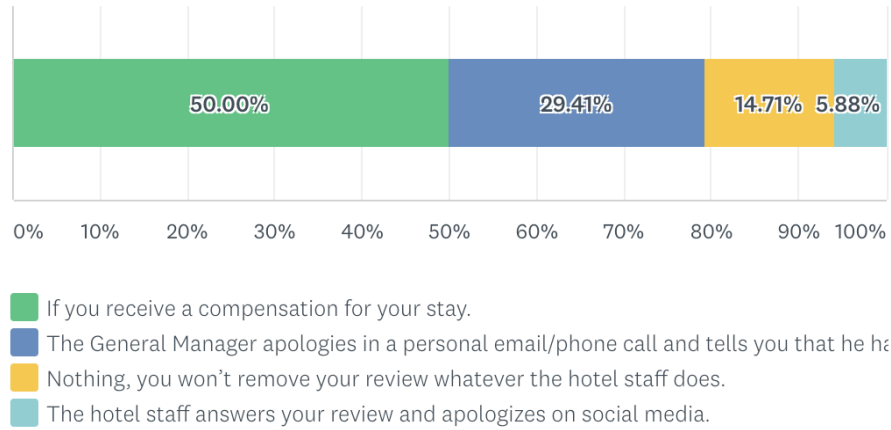


Figure 34: What do guests with high security personality needs expect when they have an experience that threaten their security

Summary of our findings:

Hotel staff needs to take care of their guests like a project manager should take care of his stakeholder. This survey shows a lot of paths to improve stakeholder's management.

First and foremost, this study helps us to have a better understanding of our stakeholders. The cost constraint is the first criteria (49.15% thinks it's very important) in the guest decision to book a hotel. It is then important for hotel manager to propose the best price on the market to maximize their performance. The second criteria is based on the reviews (35.59%), potential guests would read on internet/social media. In these reviews, guests would be able to manage risk and quality of their project. They also would also focus on cleanliness (very important for 78% of our respondents) and comfort (very important for 63% of our respondents) which are both part of quality criteria.

When studying stakeholder management, it's important to know their needs, personality traits. In our survey, we found that 36.44% of our respondents needs to feel special (self esteem), 31.36% needs to feel secure (security needs) and 32.20% be treated like any other guests (justice). Age is very important in determining the personality traits. For example, the 18-25 years old have a high justice needs (60%) compared to other age group like the 50+ (31.37%). When they have a bad experience during their stay, 44.19% of the guests with a high level of self-esteem needs, would think that they have been mistreated and 30.20% would think that the reviews were inaccurate. Only 2.33% would take responsibility for their bad experience and mention that they have not read carefully the hotel description. These numbers demonstrate that stakeholders could blame easily a project manager and his team (rather than taking responsibility for their own mistakes). In a stakeholder management project, it's then not only required to know the stakeholder needs but also keep in mind that the project manager would be the one to take

responsibility for any problem, fix the issue, reconnect and engage with the stakeholders in order to recover and re-gain his trust.

In our survey, we found that depending of their age, stakeholders would voice their complaint differently. As they are the most tech-savvy, the 18-25 group would have the highest use of social media (30%) and the lowest use of direct feedback (50%). Surprisingly, the age group 50+ would be the second age group (after the 18-25) to use social media (15.69%) to complain. Even if they use social media, they will keep using direct feedback (70.59%) to voice their complaint.

There is a difference between the stakeholder's expectation and what the hotel managers actually provide to the guests. 67.52% of our sample think that hotel do not respond effectively to complaints on social media. There is a huge opportunity for hotel management to recover as 74.11% think that hotel can still recover and make them change their mind.

Moreover, among the group who expect an answer from the hotel management, 79.10% says that hotel can still recover. On the other hand, those who do not expect an answer to their negative feedback from hotel management are 66.67% to consider that hotel can still recover. It's interesting to note that those who do not expect anything would be in fact happy to receive an answer. As mentioned in our literature review, customer can be positively surprised by the quality of service (C. Crotts & P. Magnini, 2011). Getting a personalize answer while they would not expect anything will undoubtedly surprise and delight them. This number could mean that guests don't feel listen enough by hotel management.

The way to reach out the guests looks actually simpler than what I expected. Our sample has been asked what would be the best way for a hotel to recover. They were able to pick 2 answers. A majority of them says a direct contact with the General Manager and the staff would help them

to change their mind. Compensation (refund or discount) was the second path to recover from a bad experience.

In project management, there are sometimes many stakeholders that it might be easy to forget to engage with everyone. One of the best ways to recover is to engage with them. But what are they expecting to recover on social media?

1 – 67.86% thinks that the best way to recover is to receive information that the problem has been fixed and that no more guest would experience the same bad experience.

2 – 32.14% expects compensation (discount or refund) from the hotel. In their stakeholder management strategy, hotel should include a contingent reserve for these guests that could require some financial compensation. Nevertheless, hotel management should be aware that some of the stakeholders (9.52%) would never change their review/evaluation even if they receive compensation. ROI of a recovery strategy will be then negative with these stakeholders. It's then important to identify those stakeholders and save the contingent reserve for guests who will help the hotel to improve its ranking. For those stakeholders, it seems that a simple answer on social media or a direct contact that shows that hotel management did his best to please and satisfy its guests should be enough to demonstrate its good faith to other potential guests on social media.

The impact on negative reviews is actually moderate when a hotel got one or two bad reviews among very good reviews. 77.68% of respondents say that they would pay attention to the few negative feedbacks they would read on Internet. Nevertheless, most of them would check more reviews (57.14%) to verify the information, 28.57% would think that the writers is difficult to satisfy and 7.4% would have suspicion about the writer's intentions (get compensation). In fact,

if the guests read one or two negative posts on social media within a list of very good reviews, they would keep an indulgent and positive feeling on the hotel. As found in our survey, 22.3% of people would not even read these negative posts as they know that some people are difficult to please. This part of our survey confirms the findings of Papathanassis and Knolle (2012) who think that some bad reviews balance the good reviews and help the positive ones to emerge. Papathanassis and Knolle (2012) add that a hotel with only good reviews could be suspicious as it is not possible to delight and satisfy everyone (Papathnassis & Knolle, 2012).

Recommendation for further studies:

There are several gaps in the research field.

As mentioned in my literature review, the ROI of a stakeholder management (or guest recovery strategy) has never been studied. Knowing the real cost and the real benefits of a recovery strategy should convince any project manager or hotel manager to become proactive and work actively to answer and recover any stakeholder who has expressed his dissatisfaction.

For my research, I conducted a quantitative study with an audience of 118 persons. Nevertheless, since hotel experience is about how customers feel, I would also recommend other researchers to conduct a qualitative study to understand customers' experience. In this qualitative study, recovery scenarios could be tested. Each answer would be evaluated through the prism of different criteria: age group, personality traits, and constraints.

In my research, I didn't make a distinction between guests travelling for leisure and guests travelling for business. Expectations from those two distinctive audiences may be different as they may not only have different personality traits but their criteria to review hotel may vary based on their specific constraints (cost, quality, risk...). Additional researches may help project managers and hotel managers understanding their guests and stakeholders. With the findings of these new researches, they would be then able to deliver the best experiences to their guests.

As mentioned earlier, managing hotel is very similar to managing a project. Future studies should look at stakeholder analysis and stakeholder engagement as instrument for managing hotel expectation. Using project management tools as listed in the PMBOK to manage guests should definitively help front desk staff and project managers to deliver a best experience and recover guests who had negative experience in an hotel or during the life of the project.

CONCLUSION

The last 10 years have seen multiple changes in the hospitality industry. The majority of the business is now online. Before booking their hotels and their flights, guests do their researches online. They are looking for tips from other travelers. They do not exchange any more information with their relatives, friends or neighbors but they share their experiences with strangers on social media. Big companies like Trip Advisor, Booking.com and Expedia gather million of reviews on hotels and restaurants. The negative reviews can influence other potential guests and then can harm the performance of a business. Our research shows that a lot of hotel managers do not answer to these negative reviews, as they do not know how to handle these negative comments on social media. Managing guests in the hotel industry is like managing stakeholders in a project. Project managers needs to make sure that their stakeholders stay positive at all the time. Dissatisfied stakeholders can put the project at risk if they publicly express their frustration.

Even if stakeholders have already shared their negative experience on social media, our survey shows that it is still possible to recover. There is still an opportunity to regain the trust and increase the satisfaction level of guests who faced a bad experience during their stay. Our research shows that guests would be delighted to receive an answer to their negative feedback.

In this research, I determined different guest personality profiles using researches conducted previously in the field. In order to implement a successful recovery strategy, project managers need to understand stakeholders' personality traits and their needs. Moreover, as age groups use different way of communication, it's then important that project managers adapt their

communication strategy and use different communication means. The objective of this crisis strategy is to recreate direct contact with stakeholders, engage them and talk to them.

For some hotel staff, the result of this research may have some limitations, as it does not quantify the performance of the guest's recovery strategy with indexes or financial results. I do understand this frustration but this study did not intent to provide this information. Additional researches should be conducted to measure the performance of a guest recovery strategy on social media. Knowing the ROI of a recovery strategy could be indisputably a great motivation factor for hotel managers who only answers to 0.5% of reviews published on Internet. (O'Connor, 2010).

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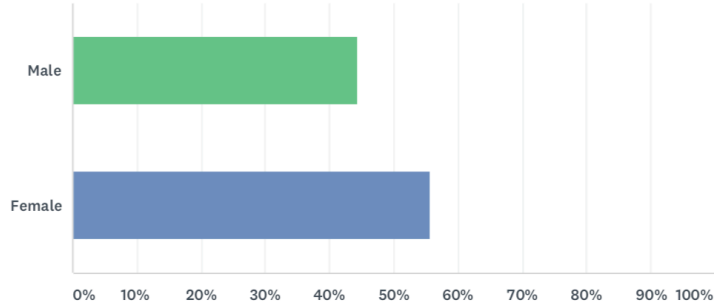
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APPENDICES

Q1 Gender:

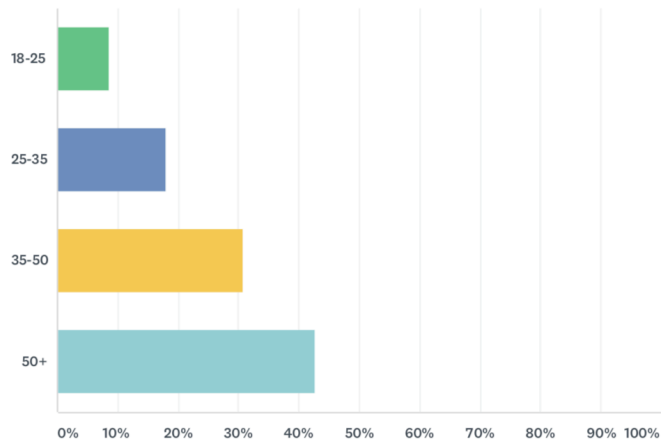
Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES	
Male	44.44%	52
Female	55.56%	65
TOTAL		117

Q2 Age:

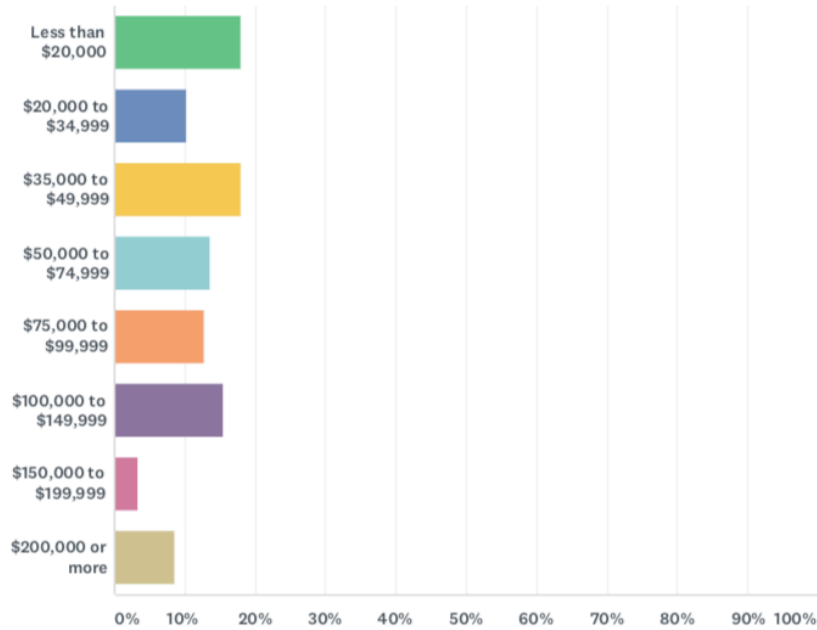
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ANSWER CHOICES	RESPONSES	
18-25	8.55%	10
25-35	17.95%	21
35-50	30.77%	36
50+	42.74%	50
TOTAL		117

Q3 What is your annual revenue?

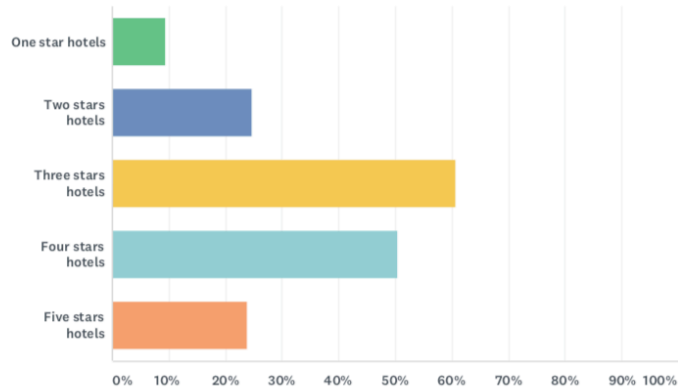
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ANSWER CHOICES	RESPONSES	
Less than \$20,000	17.95%	21
\$20,000 to \$34,999	10.26%	12
\$35,000 to \$49,999	17.95%	21
\$50,000 to \$74,999	13.68%	16
\$75,000 to \$99,999	12.82%	15
\$100,000 to \$149,999	15.38%	18
\$150,000 to \$199,999	3.42%	4
\$200,000 or more	8.55%	10
TOTAL		117

Q4 In a hotel, are you usually staying in (you can select up to 3 answers):

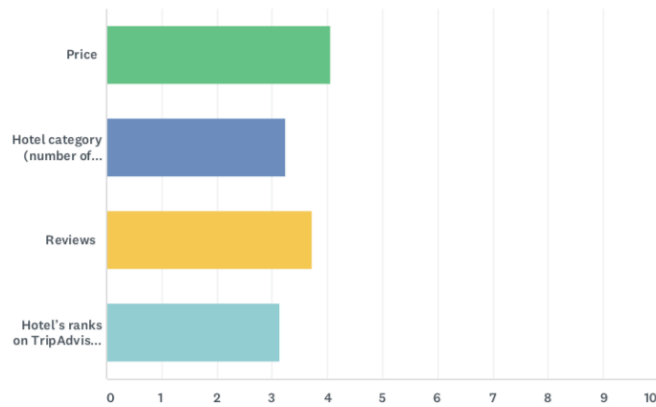
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ANSWER CHOICES	RESPONSES
One star hotels	9.40% 11
Two stars hotels	24.79% 29
Three stars hotels	60.68% 71
Four stars hotels	50.43% 59
Five stars hotels	23.93% 28
Total Respondents: 117	

Q5 Are you making your selection based on:

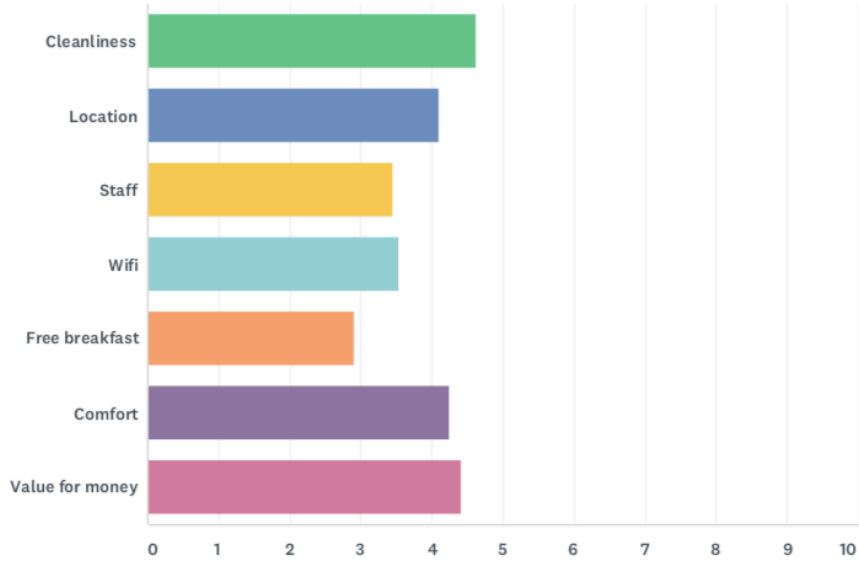
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	NOT AT ALL IMPORTANT	SLIGHTLY IMPORTANT	IMPORTANT	FAIRLY IMPORTANT	VERY IMPORTANT	N/A	TOTAL	WEIGHTED AVERAGE
Price	1.71% 2	5.13% 6	28.21% 33	14.53% 17	49.57% 58	0.85% 1	117	4.06
Hotel category (number of stars)	4.27% 5	22.22% 26	29.91% 35	28.21% 33	13.68% 16	1.71% 2	117	3.25
Reviews	4.27% 5	16.24% 19	17.95% 21	23.93% 28	35.90% 42	1.71% 2	117	3.72
Hotel's ranks on TripAdvisor, Booking.com...	12.82% 15	22.22% 26	17.95% 21	23.08% 27	18.80% 22	5.13% 6	117	3.14

Q6 Guests can grade a hotel on different criteria (Cleanliness, Location, Staff, Comfort...) which one would you consider first:

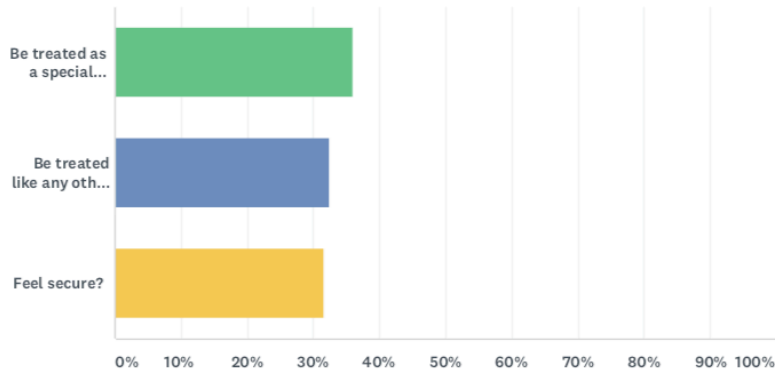
Answered: 117 Skipped: 0



	NOT AT ALL IMPORTANT	SLIGHTLY IMPORTANT	IMPORTANT	FAIRLY IMPORTANT	VERY IMPORTANT	N/A	TOTAL	WEIGHTED AVERAGE
Cleanliness	0.85% 1	1.71% 2	6.84% 8	14.53% 17	76.07% 89	0.00% 0	117	4.63
Location	2.56% 3	4.27% 5	17.95% 21	30.77% 36	44.44% 52	0.00% 0	117	4.10
Staff	4.27% 5	18.80% 22	25.64% 30	29.06% 34	22.22% 26	0.00% 0	117	3.46
Wifi	10.26% 12	7.69% 9	29.06% 34	22.22% 26	29.91% 35	0.85% 1	117	3.54
Free breakfast	17.09% 20	28.21% 33	17.95% 21	16.24% 19	18.80% 22	1.71% 2	117	2.91
Comfort	0.85% 1	4.27% 5	17.09% 20	23.93% 28	52.99% 62	0.85% 1	117	4.25
Value for money	0.85% 1	0.00% 0	18.80% 22	17.09% 20	63.25% 74	0.00% 0	117	4.42

Q7 When you are checking-in in a hotel, you would say that you want to:

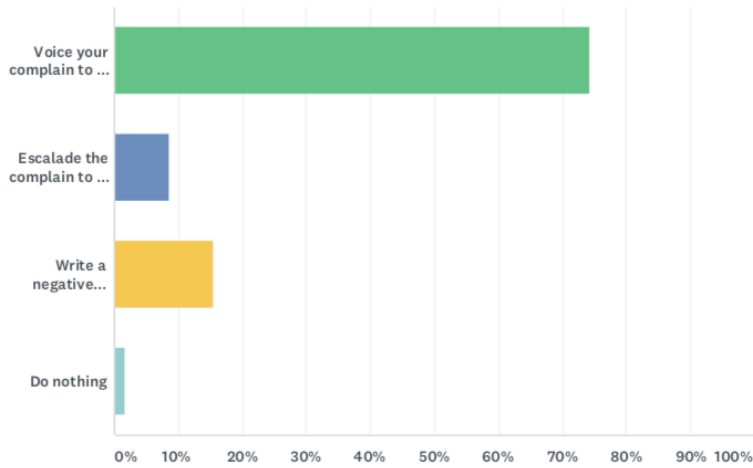
Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES	
Be treated as a special guest?	35.90%	42
Be treated like any other guest?	32.48%	38
Feel secure?	31.62%	37
TOTAL		117

Q8 When you have to voice a complaint, do you:

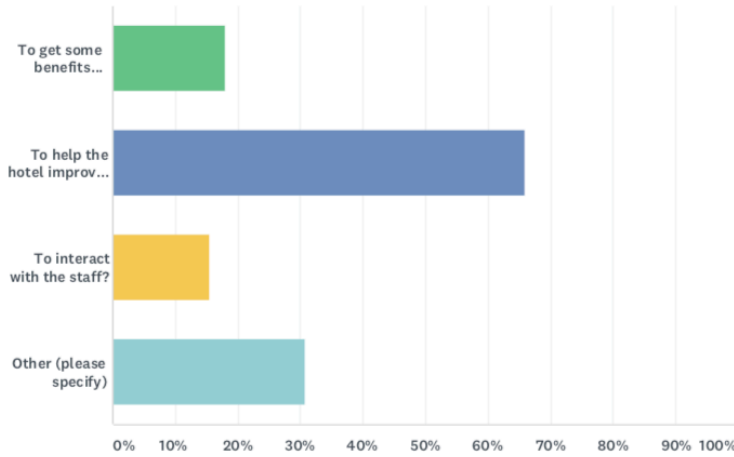
Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES	
Voice your complain to the front desk	74.36%	87
Escalate the complain to the manager	8.55%	10
Write a negative feedback at the end of your stay	15.38%	18
Do nothing	1.71%	2
TOTAL		117

Q9 The objective of complain on social media is first (you can select up to 3 answers):

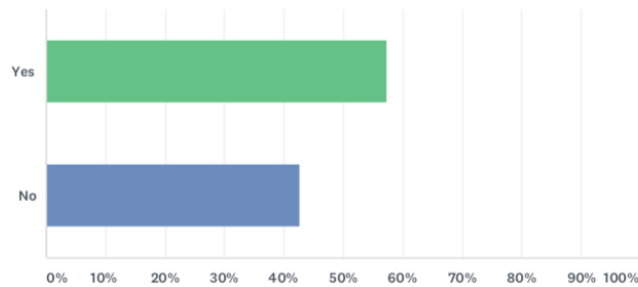
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ANSWER CHOICES	RESPONSES
To get some benefits (discounts, freebie)?	17.95% 21
To help the hotel improves its service?	65.81% 77
To interact with the staff?	15.38% 18
Other (please specify)	30.77% 36
Total Respondents: 117	

Q10 When you post a negative review on social media/internet, would you expect an answer?

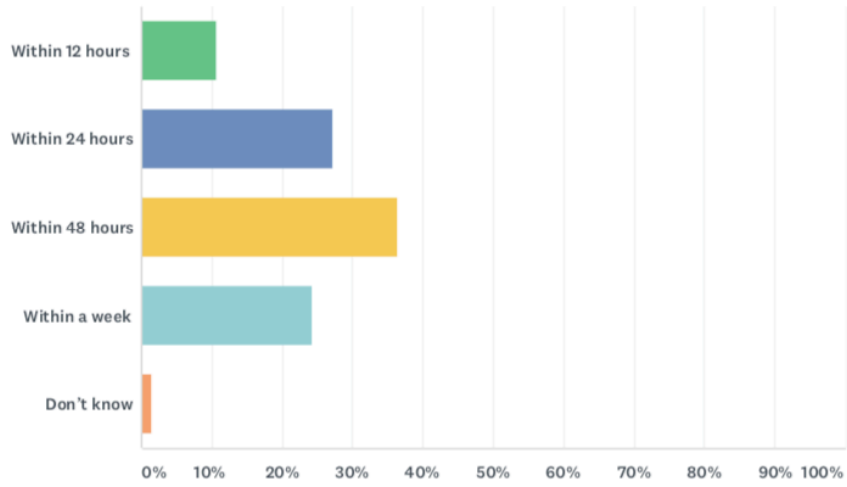
Answered: 117 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	57.26% 67
No	42.74% 50
TOTAL	117

Q11 If Yes, when are you expecting an answer?

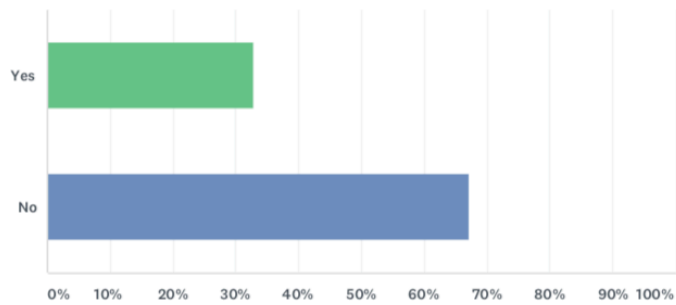
Answered: 66 Skipped: 51



ANSWER CHOICES	RESPONSES	
Within 12 hours	10.61%	7
Within 24 hours	27.27%	18
Within 48 hours	36.36%	24
Within a week	24.24%	16
Don't know	1.52%	1
TOTAL		66

Q12 Based on your experience, do you think that hotels effectively respond to complaints on social media?

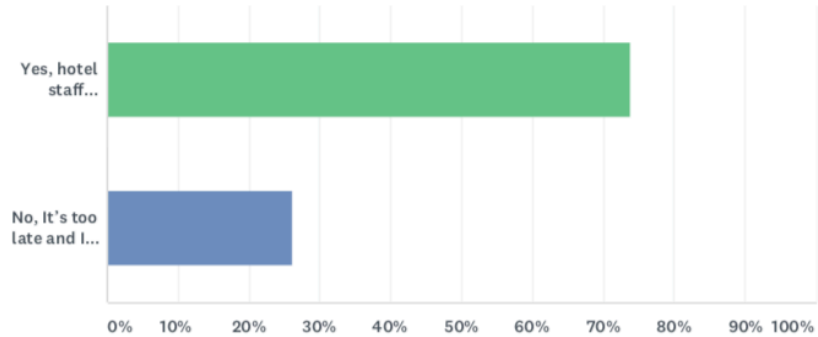
Answered: 116 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes	32.76%	38
No	67.24%	78
TOTAL		116

Q13 When you post a bad review on social media, do you think, hotel management can still recover and make you change your mind about the hotel?

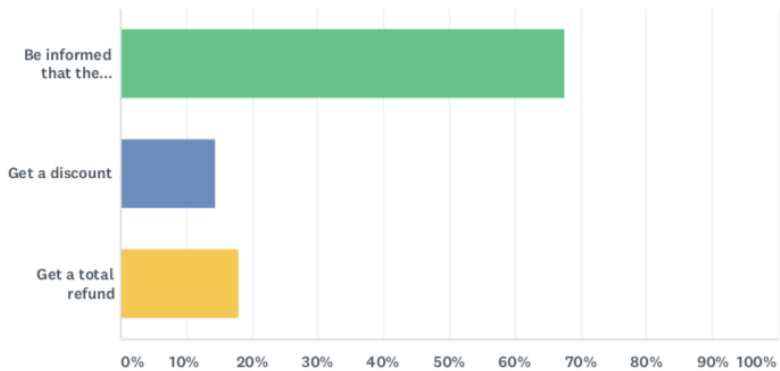
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	COUNT
Yes, hotel staff management can help me change my mind	73.87%	82
No, It's too late and I won't change my mind	26.13%	29
TOTAL		111

Q14 When you post a negative feedback on social media, Internet, the best way to help you change your mind and give you satisfaction is...?

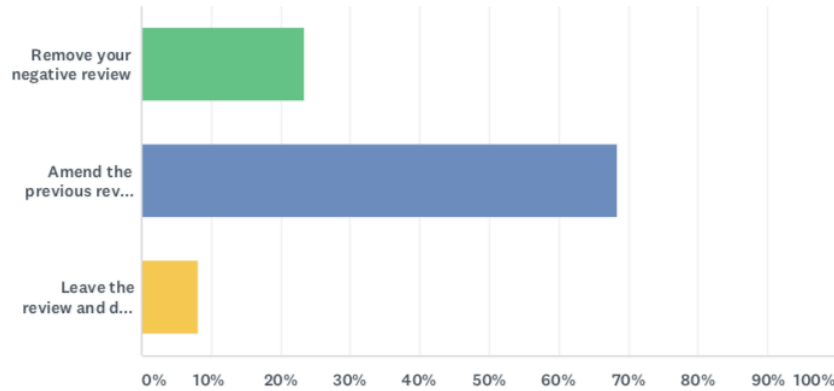
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	COUNT
Be informed that the problem has been fixed so no more guests would experience the same issue	67.57%	75
Get a discount	14.41%	16
Get a total refund	18.02%	20
TOTAL		111

Q15 If the hotel recovers from the bad experience and give you satisfaction, would you:

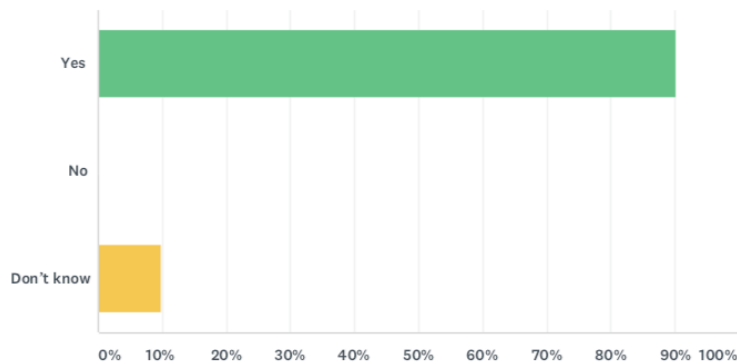
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	
Remove your negative review	23.42%	26
Amend the previous review and change your grading	68.47%	76
Leave the review and do nothing	8.11%	9
TOTAL		111

Q16 Are you aware that a negative review posted on the Internet can hurt a business, its performance and employee moral?

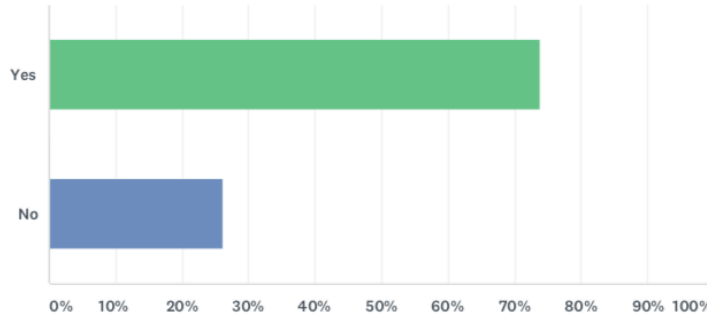
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	90.09%	100
No	0.00%	0
Don't know	9.91%	11
TOTAL		111

Q17 Do you think that companies like TripAdvisor, Booking.com, Expedia should track users who misbehaved on social media (threatening hotel business)?

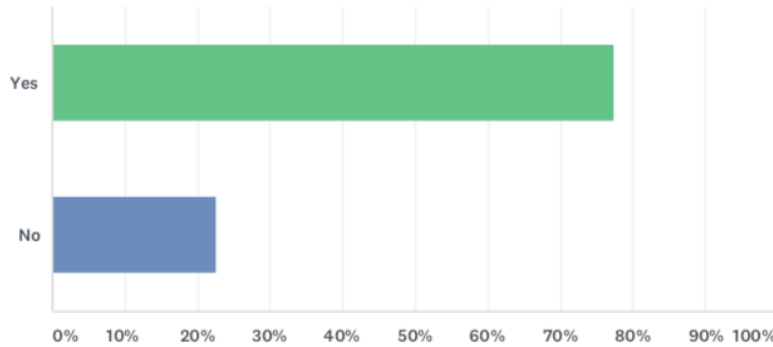
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	73.87%	82
No	26.13%	29
TOTAL		111

Q18 When you read one or two negative reviews on Internet, do you pay attention to these negative feedbacks?

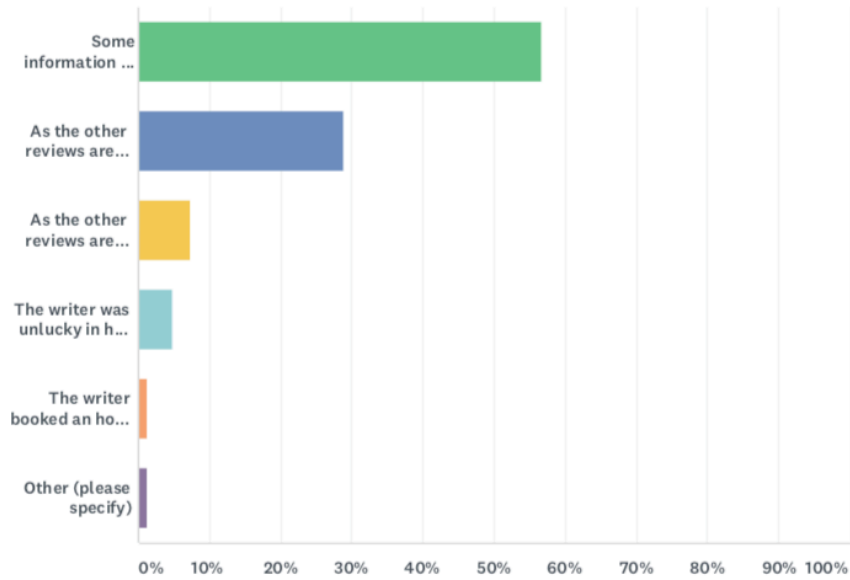
Answered: 111 Skipped: 6



ANSWER CHOICES	RESPONSES	
Yes	77.48%	86
No	22.52%	25
TOTAL		111

Q19 If Yes, do you think:

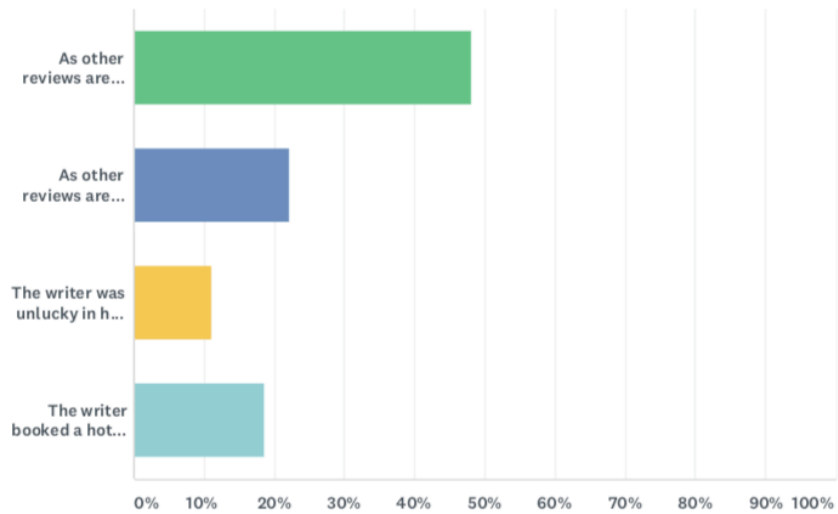
Answered: 83 Skipped: 34



ANSWER CHOICES	RESPONSES	
Some information may be true and you need to check more reviews	56.63%	47
As the other reviews are very good, the writer may be difficult to satisfy	28.92%	24
As the other reviews are very good, the writer may misbehave to get something from the hotel	7.23%	6
The writer was unlucky in his experience	4.82%	4
The writer booked an hotel that doesn't meet his criteria	1.20%	1
Other (please specify)	1.20%	1
TOTAL		83

Q20 If you don't pay attention to the negative reviews, do you think:

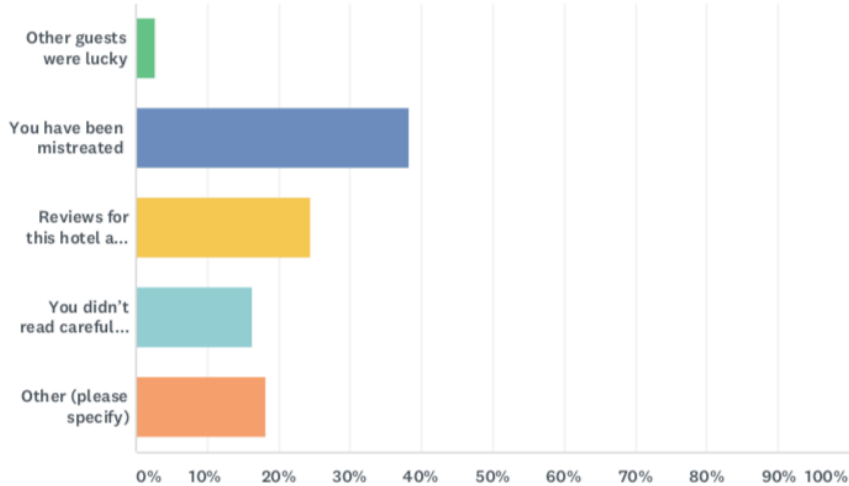
Answered: 27 Skipped: 90



ANSWER CHOICES	RESPONSES	
As other reviews are very good, the writer may be difficult to satisfy	48.15%	13
As other reviews are very good, the writer may misbehave to get something from the hotel	22.22%	6
The writer was unlucky in his experience	11.11%	3
The writer booked a hotel that doesn't meet his criteria	18.52%	5
TOTAL		27

Q21 You had a bad experience in a hotel with high ranking and good reviews, you feel that:

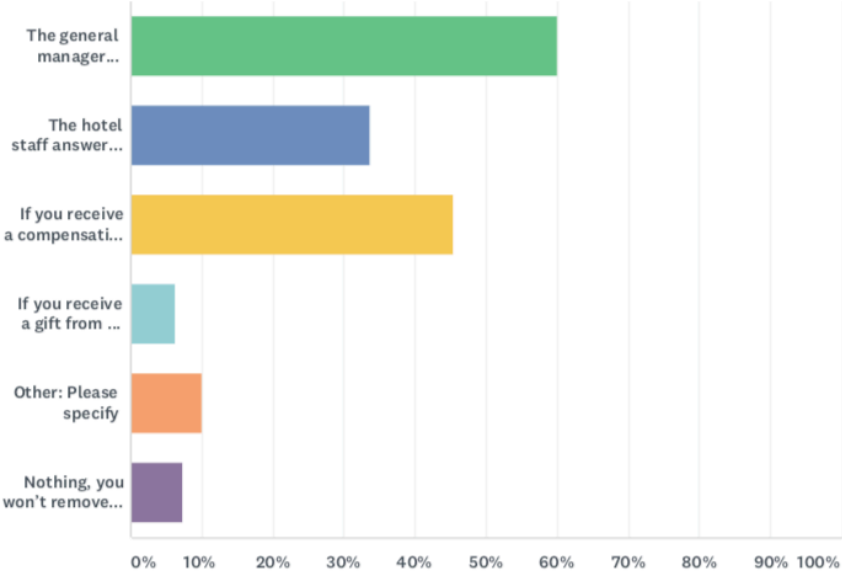
Answered: 110 Skipped: 7



ANSWER CHOICES	RESPONSES
Other guests were lucky	2.73% 3
You have been mistreated	38.18% 42
Reviews for this hotel are inaccurate.	24.55% 27
You didn't read carefully the hotel description and then didn't notice that the property didn't match your expectations.	16.36% 18
Other (please specify)	18.18% 20
TOTAL	110

Q22 You feel mistreated and you posted a negative review on social media. You would remove or amend positively your review if (you can select up to 2 answers):

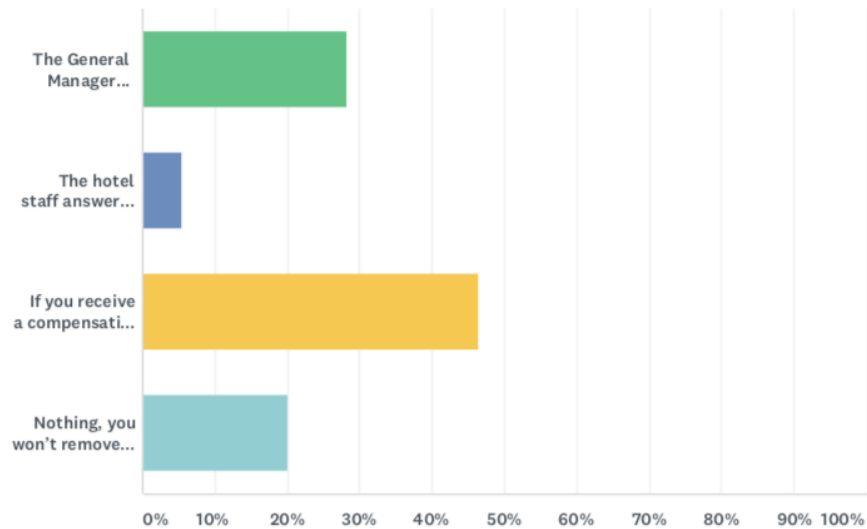
Answered: 110 Skipped: 7



ANSWER CHOICES	RESPONSES	
The general manager apologies in a personal email/phone call.	60.00%	66
The hotel staff answers your review and apologize on social media	33.64%	37
If you receive a compensation for your stay (voucher, loyalty points).	45.45%	50
If you receive a gift from the hotel manager at your home, office.	6.36%	7
Other: Please specify	10.00%	11
Nothing, you won't remove your review whatever the hotel staff does.	7.27%	8
Total Respondents: 110		

Q23 You had a security issue during your stay (money has been stolen in your room, the safe box didn't work properly) and you posted a negative review on social media. You will remove or amend positively your review if

Answered: 110 Skipped: 7



ANSWER CHOICES	RESPONSES	
The General Manager apologies in a personal email/phone call and tells you that he has already fix the issue.	28.18%	31
The hotel staff answers your review and apologizes on social media.	5.45%	6
If you receive a compensation for your stay.	46.36%	51
Nothing, you won't remove your review whatever the hotel staff does.	20.00%	22
TOTAL		110

The propose of the research is to explore the statement of this reasechh

Statemeht

Summary of the finding

Based on the finding you think that the dominant readsults is this

And say what does that mean

How the contribution in PM

Recommendation for future studies

How do you want people should di the next research

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